

MEMORANDUM OF UNDERSTANDING

among

STATE OF CALIFORNIA, NATURAL RESOURCES AGENCY,

STATE OF CALIFORNIA, DEPARTMENT OF PARKS AND RECREATION,

and

RESOURCES LEGACY FUND

for

PARKS FORWARD INITIATIVE

JUNE 3, 2013

**Parks Forward Initiative
Memorandum of Understanding**

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (“MOU”) is made and entered into by the State of California, Natural Resources Agency (“Agency”), the State of California, Department of Parks and Recreation (“Department”), and Resources Legacy Fund, a California nonprofit public benefit corporation (“RLF”). Each of the Agency, Department, and RLF is sometimes referred to individually as a “Party,” and collectively as the “Parties.”

RECITALS

- A. Through its various programs and departments (including the Department), the Agency is charged with advancing its mission to restore, protect, and manage the state's natural, historical, and cultural resources for current and future generations using creative approaches and solutions based on science, collaboration, and respect for all the communities and interests involved.
- B. The mission of the Department is to provide for the health, inspiration, and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high-quality outdoor recreation. A critical component of the Department's efforts to advance that mission consists of the Department's management of the 280 park units that comprise California's State Park System (“State Park System”).
- C. RLF is an independent 501(c)(3) nonprofit organization that supports and performs essential services to promote land and marine conservation. Consistent with its mission, RLF has developed and administered numerous strategic programs designed to achieve significant advances in natural resources conservation and environmental sustainability in California and western North America, as well as in oceans and fisheries worldwide. RLF is receiving funding from charitable organizations to support its obligations under this MOU.
- D. The State Park System provides important recreational experiences for Californians, protects California's wide diversity of natural and cultural resources, and contributes significantly to California's economy through tax revenues and jobs.
- E. As recounted in a number of recent reports, audits, and investigations, the current State Park System is under considerable stress that threatens its long-term financial sustainability and ability to meet the needs of California's growing population and changing demographics.

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- F. Responding to these findings, the California State Park Stewardship Act of 2012 (“Park Stewardship Act”) (California Public Resources Code Sections 5019.90 *et seq.*) was signed into law. The Park Stewardship Act sets forth a number of policy efforts designed to ensure the long-term financial sustainability of the State Park System.
- G. Assembly Bill Number 1478 (“AB 1478”) was also signed into law in 2012, modifying the California Public Resources Code to address various issues and challenges facing the State Park System.
- H. Both the Park Stewardship Act and AB 1478 call for the formation of a multidisciplinary advisory council that will include members of the public, persons with park management expertise, representatives of nonprofit park organizations, and representatives of the private philanthropic community, to conduct an independent assessment and make recommendations to the California Legislature and the Governor on future management, planning, and funding proposals that will ensure the long-term sustainability of the State Park System.
- I. The Parties are interested in advancing the policy efforts called for in the Park Stewardship Act and AB 1478 to form a multidisciplinary advisory council that substantially improves the State Park System in a way that is financially sustainable in the long-term and provides facilities, services, and programs that meet the needs of Californians in the 21st century. The Parties desire to enter into a public-private partnership to fund and implement the Parks Forward Initiative (“Initiative”) to achieve these objectives.
- J. The Agency and the Department seek the assistance of RLF in coordinating a collaborative effort led by a multidisciplinary independent Parks Forward Commission (“Commission”), with the support of the Agency and the Department, that will combine expertise, funding, and public involvement to complete an assessment of the State Park System and to develop and implement a new vision and long-term plan for a financially sustainable State Park System that meets the needs of California’s growing and changing population. The work of the Commission through the Initiative is intended to satisfy the provisions in both the Park Stewardship Act and AB 1478 to form a multidisciplinary advisory council to assess and make recommendations for addressing the long-term sustainability of the State Park System.
- K. Through this MOU, the Parties intend to memorialize their agreement to pursue the objectives of the Initiative described in this MOU and in the Conceptual Overview which is attached hereto and incorporated herein as **Exhibit A** (“Conceptual Overview”).

AGREEMENTS

NOW, THEREFORE, in consideration of the foregoing recitals, the Parties hereby agree as follows:

I. Objectives

In this MOU, the Parties agree to use their best efforts to achieve the following objectives, as set forth in more detail in the Conceptual Overview:

- A. Complete by April 2014 an assessment of the current challenges and issues facing the State Park System;
- B. Prepare by April 2014 a draft plan for ensuring the long-term health and financial viability of the State Park System (the “Draft Plan”);
- C. Complete and adopt by October 2014 a final plan for transforming the State Park System with recommendations to commence implementation immediately (the “Final Plan”); and
- D. Monitor Final Plan implementation progress, refine the plan, and advance plan implementation through June 2015.

II. Scope of Initiative

The Initiative process will consider and address, through research, assessment, analysis, and recommendations included in the Draft Plan and Final Plan, the following issues relating to the State Park System:

A. Vision, Mission, and Future Needs

- (1) Review and recommend updates to the mission of the Department, the objectives of the State Park System as a whole and individual park units within it, and the future priorities for the Department in achieving its mission;
- (2) Identify Department organizational structures and management systems that will help the Department best accomplish its mission into the next century, including revision of existing park classifications to align with the Department’s mission and objectives taking into account management and budgeting efficiencies;
- (3) Establish priorities for facilities, services, public access, recreational and educational activities, and natural and cultural resource protection, keeping in mind the needs of Californians in the future; and

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- (4) Assess the current park inventory and develop criteria for new park additions.

B. Financial Sustainability

- (1) Identify (i) optimal cost-effective funding levels for park operations, maintenance, programs, and other services; (ii) appropriate revenue sources for the Department and park units, including the General Fund, user fees, concessionaire and other operating revenues, existing special funds, and new fees, taxes and assessment opportunities (short-term and long-term); and (iii) collaborative operations and management arrangements with other governmental entities, nonprofit organizations, and/or other stakeholders, and new business opportunities or relationships;
- (2) Redesign Department financial planning and budgeting processes to improve revenue and expense information and enhance planning both at the park-unit and system-wide scale; and
- (3) Identify (i) long-term sustainable funding plans and revenue sources that cover park operations and the deferred maintenance backlog for the system; and (ii) plans for future infrastructure and facilities development and park additions that meet anticipated future needs.

C. Staffing and Personnel

- (1) Review personnel alignment, policies, qualifications, and hiring to improve managerial and supervisory lines of authority and professional development among all Department employees and ensure appropriate employee staffing levels; and
- (2) Consider executive leadership reorganization to better align with new vision and processes.

D. Partnerships and Collaborations

- (1) Create improved processes that facilitate formation of, and identify opportunities for, collaborative stewardship of park units with neighboring public and private landowners, other interested cooperating associations, and governmental entities in a way that meets the Department's updated mission.

III. Organizational Structure

The Parties agree that the objectives of this MOU shall be accomplished with the staffing and organizational structure described as follows:

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- A. The Secretary for the Agency (“Secretary”) will select unpaid independent advisors to the Parks Forward Commission, as further described in the Conceptual Overview. The Commission will be charged with: (i) directing, guiding, and reviewing research and assessments of the current State Park System; (ii) developing and advising on options and recommendations for transforming the State Park System through adoption of the Draft Plan and Final Plan; (iii) offering input and assistance to implement the Final Plan; and (iv) monitoring the implementation process of the Final Plan. The Commission will be led by a Chair or Co-Chairs and Vice Chair appointed by the Secretary.

- B. The Initiative will be led and coordinated by an Executive Director selected by the Secretary and the Director of the Department (“Director”). The Executive Director will provide day-to-day management and leadership of the Initiative, which will involve overseeing the planning process and the Work Team (as defined below), working closely with Department leadership, managing the Commission, and managing public outreach efforts, including working with the California State Park and Recreation Commission (“CSPRC”) as described below. The Executive Director will report to the Chair(s) of the Commission. The Executive Director will be assisted by a staff that will include a Deputy Director as well as an administrative support person (all of whom will be retained and paid for by RLF upon the advice and concurrence of the Chair(s) of the Commission).

- C. The Executive Director, with input from the Secretary and the Director, will assemble a team of policy, finance, scientific, and recreation experts from within and outside state government (the “Work Team”) to conduct research and analysis, review ongoing assessments and study efforts currently underway, prepare materials for and provide staffing to the Commission and for CSPRC’s public outreach, and craft the Draft Plan and the Final Plan for the Commission to review, assess, revise, and adopt. The Work Team will include Department staff and will provide a means for Department employees to actively engage in the Initiative process. The Work Team will report to the Executive Director. The Executive Director, in consultation with the Department and concurrence of the Chair(s) of the Commission, will select the Deputy Director and Initiative administrative staff person. RLF, upon the request of the Executive Director and with its recommendation and concurrence, may contract, at its sole cost and expense, with third party consultants for this purpose.

- D. The Parties envision that CSPRC will hold workshops to discuss the status of the Department and the State Park System, receive input regarding needs and opportunities, and enable the public to contribute to the Initiative.

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- E. The Commission, Executive Director, and Work Team will be responsible for coordinating the work necessary to achieve the objectives identified in Sections I and II above.

IV. Agreements of the Parties

A. Agreements of the Agency

The Agency agrees to do the following:

- (1) The Secretary will select, by June 30, 2013, nine to twelve independent members with the qualifications described in the Conceptual Overview to serve on the Commission, including the Chair or Co-Chairs and the Vice Chair of the Commission. Commission members shall serve through June 2015.
- (2) The Secretary will convene the Commission and charge its members with undertaking the responsibilities set forth in this MOU and accomplishing the objectives of the MOU as provided in Sections I and II above and in the Conceptual Overview.
- (3) The Secretary, with the Director, will select the Executive Director.
- (4) The Secretary and the Director will consult with the Executive Director on the staffing of the Work Team.
- (5) The Agency will dedicate one or more senior policy-level staff persons that combined are equivalent to 0.5 full time equivalent ("FTE") to participate on the Work Team and serve as liaison between the Executive Director, Work Team, and Agency leadership and staff, and otherwise assist the Agency in fulfilling its commitments under this MOU.
- (6) The Agency will provide additional staff as necessary to fulfill the Agency's commitments under this MOU.
- (7) The Agency will provide leadership to: (i) seek adequate current and future funding for the commitments that the Agency and the Department have made in this MOU; (ii) seek new sources of state and federal funding for implementation of the Final Plan adopted by the Commission; and (iii) use best efforts to adopt all legislative, policy, governance, and business plan recommendations included in the Final Plan adopted by the Commission.
- (8) The Agency will exercise best efforts to fulfill the Agency's commitments under this MOU in accordance with the schedule set forth herein, and will

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coordinate with RLF to ensure fulfillment of the Initiative's objectives set forth in this MOU in adherence with the schedule set forth herein.

B. Agreements of the Department

The Department agrees to do the following:

- (1) The Director, with the Secretary, will select the Executive Director.
- (2) The Director and the Secretary will consult with the Executive Director on the staffing of the Work Team.
- (3) The Department will provide office space and associated office equipment and support for the Executive Director, Deputy Director, and an Initiative administrative staff person.
- (4) The Department will dedicate one or more senior policy-level staff persons that combined are equivalent to 1.00 FTE to participate on the Work Team, to serve as liaison between the Executive Director, Work Team, and policy-level staff within the Agency and the Department, and to procure and manage other Department personnel as necessary throughout the duration of the Initiative.
- (5) The Department will dedicate additional senior policy, legal, communications, budget, and technology staff persons that combined are equivalent to up to an additional 1.50 FTE to support the Department's participation on the Work Team and assist the Department in fulfilling its commitments under this MOU.
- (6) The Department will review the Draft Plan and the Final Plan and provide comments and input on such plans through the Work Team and Commission.
- (7) The Department will provide additional staff as necessary to support review of the Draft Plan and Final Plan and coordination of plan implementation by the Department.
- (8) The Department will make reasonable efforts to make available to the Commission, Executive Director, and Work Team any public data and other technical resources within the possession of the Department that are relevant to the State Park System and necessary to complete the objectives of this MOU.

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- (9) The Department will provide such other office space, telecommunications equipment and support, and general clerical support necessary to fulfill the Department's commitments under this MOU.
- (10) The Department will exercise best efforts to fulfill the Department's commitments under this MOU in accordance with the schedule set forth herein, and will coordinate with RLF to ensure fulfillment of the Initiative's objectives set forth in this MOU in adherence with the schedule set forth herein.

C. Agreements of RLF

RLF agrees to do the following:

- (1) RLF will use its best efforts to obtain, coordinate, and administer philanthropic investments to fulfill the objectives of this MOU through June 2015.
 - (a) By July 1, 2013, RLF will provide to the Agency, Department, Commission, and Executive Director a description of funds RLF will contribute to fulfill the objectives of this MOU (the "Funding Description"), which will include an estimated \$1 million to \$2 million annually during the two year term of the Initiative to cover Initiative costs. The Parties acknowledge that RLF's financial contributions are limited to the available funds identified in the Funding Description.
 - (b) RLF will periodically revise the Funding Description to reflect changes in available funds, and provide the revised Funding Description to the Agency, Department, Commission, and Executive Director.
- (2) Subject to the Funding Description, RLF will provide funding for Initiative staff and consultants through June 2015. RLF understands that the agreements of the Agency and the Department in this Section IV are conditioned upon the ability of RLF to secure sufficient funding to cover those Initiative costs that RLF is committing to cover in this MOU.
 - (a) Upon recommendation and concurrence of the Chair(s) of the Commission, RLF will contract with qualified personnel to fill the positions described in Section III(B) above, namely, the Executive Director, the Deputy Director, and one administrative support person.
 - (b) Upon the request of the Executive Director, and with the Executive Director's recommendation and concurrence, RLF will contract with qualified consultants and experts from various professions, including

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but not limited to researchers, technical writers, lawyers, and facilitation and outreach specialists with expertise in areas of natural resource and land management, finance, communications, cultural values, socioeconomics, and technology, as reasonably necessary, to be members of the Work Team and carry out the research, writing, and other technical tasks required to achieve the objectives of the MOU.

- (3) Subject to the Funding Description, RLF will provide funding for the reasonable expenses of the Commission and CSPRC's public outreach efforts, including travel and meeting costs, through June 2015.
- (4) RLF will provide the Agency and the Department with strategic advice regarding successful achievement of the Initiative's objectives.
- (5) RLF will be responsible for coordinating with its charitable funders.

V. Transparency

The Parties agree and intend that the process used to achieve the objectives of this MOU will be transparent. As used herein, "transparent" means that (i) the Commission will convene in publicly-noticed and public meetings whenever a majority of the members are scheduled to be present; (ii) the Commission and Executive Director will provide regular opportunities for stakeholder and public input; and (iii) final work products developed pursuant to this MOU by the Commission, and the Funding Description provided by RLF, will be made available to the public.

VI. Accountability and Reporting

- A. The Parties acknowledge that the funds provided by RLF are predicated upon the Parties' mutual commitment to achieving the objectives of this MOU, and that the availability of the funds listed in the Funding Description is contingent upon the Parties fulfilling the agreements made in this MOU.
- B. In September and March of each year, the Executive Director, with concurrence from the Agency and Department, will provide written semi-annual reports to RLF concisely describing the key milestones accomplished and anticipated future challenges in meeting the objectives of this MOU.
- C. The Agency, Department, RLF, and Executive Director will meet on a quarterly basis to review the most recent Funding Description and the progress of the Parties in meeting the objectives of this MOU.
- D. The signatories to this MOU may meet periodically in addition to the quarterly meetings described in Section VI(C) above, as reasonably necessary, to review the progress of meeting the objectives of this MOU, and may adjust

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the objectives and agreements by mutual consent through a written amendment to this MOU in accordance with Section VII(B) below.

- E. Each Party will promptly notify in writing all other Parties if a Party determines that any of the commitments made in this MOU are not likely to be met. The notification shall be accompanied by a written proposal to address the delay or shortfall.

VII. Miscellaneous Agreements

A. Good Faith

The Parties agree to work in good faith to fulfill the objectives of this MOU. Nothing in this MOU shall be construed as obligating the Agency or the Department to expend funds, or for the future payment of money, in excess of appropriations authorized by law.

B. Amendment

Neither this MOU nor any provision hereof may be waived, modified, amended, or discharged except by an instrument in writing signed by the Parties.

C. Entire Agreement

This MOU constitutes the entire understanding among the Parties with respect to the matters set forth herein and supersedes all prior or contemporaneous understandings or agreements among the Parties with respect to the subject matter hereof, whether oral or written.

D. Severability

If a court of competent jurisdiction determines that a provision included in this MOU is legally invalid, illegal, or unenforceable, and such decision becomes final, such provision shall be deemed to be severed and deleted from this MOU and the balance of this MOU shall be reasonably interpreted to achieve the intent of the Parties. The Parties further agree to replace such void or unenforceable provision of this Agreement with a valid and enforceable provision that will achieve, to the extent possible, the purposes of the void or unenforceable provision.

E. Counterparts

This Agreement and any amendment thereto may be executed in two or more counterparts, and by each Party on a separate counterpart, each of which, when executed and delivered, shall be an original and all of which together shall constitute one instrument, with the same force and effect as though all signatures appeared on a single document.

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F. Assignment

None of the Parties may assign any rights granted by this MOU without prior written approval of the other Parties, which approval may be granted or withheld in any Party's reasonable discretion.

G. Effective Date and Term

This MOU shall become effective upon the last date of any Party to execute this MOU, and shall be in effect from that date through June 2015, unless it is terminated pursuant to Section VII(H) or extended through an amendment pursuant to Section VII(B).

H. Termination and Exclusive Remedy

Any Party may withdraw from this MOU, but only after thirty (30) days written notice to the other Parties and after a good faith attempt to resolve the issue prompting the withdrawal. Upon the withdrawal of any Party, this MOU shall terminate. The only remedy to any Party for a breach of this MOU shall be termination of this MOU pursuant to this Section VII(H).

I. No Partnership or Fiduciary Relationship

Nothing in this MOU shall be deemed to create a partnership or any other trust relationship between the Parties, it being expressly understood and agreed that the Parties' obligations hereunder are not fiduciary in nature.

J. Authorization


Each signatory below attests that he or she is duly authorized to execute this MOU on behalf of the Party he or she represents.

Parties' signatures on following page.

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IN WITNESS WHEREOF, the Parties have caused this MOU to be executed by their respectively duly authorized representatives.


STATE OF CALIFORNIA, NATURAL RESOURCES AGENCY



John Laird
Secretary
State of California, Natural Resources Agency

Date: May 30, 2013


STATE OF CALIFORNIA, DEPARTMENT OF PARKS AND RECREATION



Major General Anthony L. Jackson (Ret)
Director
State of California, Department of Parks and Recreation

Date: June 3, 2013

RESOURCES LEGACY FUND



Sandra Spelliscy
Executive Director
Resources Legacy Fund

Date: May 30, 2013

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EXHIBIT A

CONCEPTUAL OVERVIEW

**Parks Forward Initiative
Conceptual Overview**

June 2013

California's State Park System comprises the most diverse natural, cultural, and recreational park system in the nation, providing important recreational and educational experiences for California's families, protecting California's wide diversity of natural and cultural resources, and contributing significantly to California's economy through tax revenues and jobs. In recent years, the system has come under considerable stress from a number of directions that threaten its long-term financial sustainability and ability to meet the needs of California's growing population and changing demographics.

California state parks have been a vital component to California's unique way of life while at the same time providing an innovative and effective park system model for the rest of the nation. Today, 280 state parks covering 1.6 million acres serve an estimated 70 million visitors annually, returning an estimated \$6.5 billion to the California economy and supporting 56,000 California jobs. This system has been the proud accomplishment of many and the direct result of significant and sustained investment by not only the state and its citizens, but also philanthropic contributors and conservation organizations whose combined efforts built the system we know today.

The State Park System currently faces significant challenges that threaten its long-term viability and continued relevance for Californians and the nation. The system's financial sustainability, governance structures, and management practices require improvement to address challenges of expanding park acreage, increased visitation, deferred maintenance demands, and state budget constraints. As currently located, structured, and managed, state parks are struggling to meet the needs of its citizenry, particularly traditionally under-served populations, and to optimize preservation of valued natural and cultural resources and the state's extraordinary biological diversity. Additionally, park facilities, services, and activities require updating to meet current needs, technology, expectations, and possibilities.

California Natural Resources Agency (Resources Agency) and California Department of Parks and Recreation (Department) aim to address these long-term financial, operational, cultural, and population challenges through a focused, two-year collaborative Parks Forward Initiative (Initiative), led by an independent Parks Forward Commission (Commission), supported by significant charitable funding and public agency commitments, and including the participation of the nonprofit community, other stakeholders, and members of the public. The Initiative will be undertaken in accordance with the goals, commitments, structure, and procedures memorialized in a written, publicly-available Memorandum of Understanding (MOU) signed by the Resources Agency, Department, and Resources Legacy Fund, who is coordinating the Initiative's charitable funding. The best readily available natural resource, financial, land management, cultural, scientific, and socioeconomic information, and technological expertise, will be used in the process.

The objectives of the Initiative are as follows:

- **Complete an assessment of the current system.** During the past year, various reports and analyses of the system have been produced by nonprofit organizations, consultants, and state agencies. Under direction of the Commission, a work team led by an Executive Director will review and assess the results of these efforts, identify data gaps, and conduct additional research and analysis as needed to create a picture of current challenges and issues facing the State Park System. Under the direction of the Commission, the Executive Director will coordinate the active engagement of Department staff in the assessment to benefit from their experience, knowledge of the system, and expertise. The Initiative will also explore models, practices, and strategies employed effectively elsewhere that could be imported here to improve the State Park System and assist the Department in achieving its mission.
- **Prepare draft plan for ensuring long-term health and financial viability of the State Park System by April 2014.** The Commission will adopt a draft plan that will include financially sustainable funding plans, improved governance structure and oversight procedures, updated park management and supervision models, enhanced park use and activities plans, and recommended regional collaboration opportunities.
- **Complete and adopt a final plan for transforming the State Park System by October 2014 with recommendations to commence implementation immediately.** The Commission will adopt a final plan for transformative change to the State Park System. The final plan will recommend a path to plan implementation which will likely require a variety of measures, including adoption of legislation, budget appropriations, changes in organizational and management structure and staffing, new business models, and coordination of effort with new and different partners and stakeholders.
- **Monitor implementation progress, refine plan, and advance plan implementation through June 2015.** The Commission will recommend implementation of the final plan, including establishing an effective means of monitoring, reporting on its progress, and adopting refinements to the plan to most effectively address issues and ensure a financially sustainable system that meets the needs of California through the 21st century. The Commission will work with the Executive Director to continue to monitor the implementation progress.

This Initiative will require:

- **Leadership.** The Resources Agency and Department will provide direction and leadership for the Initiative, and will be responsible for developing and presenting legislative and policy proposals and recommendations to the Governor and Legislature that are based on sound public policy.
- **Parks Forward Commission.** The Secretary for Natural Resources (Secretary) will select 9 to 12 independent members to serve on the Commission, who will be charged with directing, guiding, and reviewing research and a comprehensive assessment of the

current State Park System; developing and advising on options and recommendations for transforming the system through adoption of draft and final plans; offering input and assistance to implement the new direction; and monitoring implementation progress. The Commission will be comprised of nationally-known, independent, and diverse thought leaders from a wide array of business, finance, government, nonprofit, academic, science, and arts backgrounds. The Commission will be led by a Chair or Co-Chairs and Vice Chair selected by the Secretary. Before selecting the Chair(s), Vice Chair, and other Commission members, the Secretary will consult with Resources Legacy Fund, the philanthropic foundations' representative to the Initiative, the Director of the Department of Parks and Recreation (Director), and other partners and interested stakeholders.

- **Public Participation and Outreach.** The parties to the MOU envision that the California State Park and Recreation Commission (CSPRC), in coordination with key stakeholders, will hold workshops to discuss the status of parks, receive input regarding needs and opportunities, and enable the public to contribute to the plan for ensuring long-term health and financial viability of the State Park System. The CSPRC will be asked to solicit input from the individuals and groups providing critical and timely support to keep open the 70 parks slated for closure, as well as a broader public outreach effort on key issues as the Initiative develops.
- **Executive Director.** The Initiative will be led by an innovative and experienced Executive Director selected by the Secretary and Director. The Executive Director will provide day-to-day management and leadership of the Initiative, which will involve overseeing the planning process and the work team, working closely with Department leadership, managing the Commission, and managing public outreach including the work with CSPRC. The Executive Director will report to the Chair(s) of the Commission.
- **Work Team.** The Executive Director, with input from the Secretary and Director, will assemble a team of policy, finance, scientific, and recreation experts from within and outside state government to conduct research and analysis; review ongoing assessments and study efforts currently underway by the nonprofit, private, and public sectors; and prepare materials for and provide staffing to the Commission and CSPRC public outreach. The work team will prepare draft and final plans that address the State Park System's natural, cultural, interpretational, and recreational needs and financial sustainability for the Commission to review, assess, revise, and adopt. The work team will include Department staff and will provide a means for Department employees to engage in the Initiative process. The work team will report to the Executive Director.
- **Public-Private Partnership.** Due to the limited staffing and funding resources of the Resources Agency and Department, the Initiative is dependent upon supplementing public funding with philanthropic support to enhance the state's capacity to accomplish the analysis, planning, and coordination necessary to achieve the objectives. While charitable funding will support much of the costs of the Initiative, decisions will be made by the state, the public will have access to the process, and the commitment of each participant will be memorialized in the publicly available MOU.