

# ARIZONA STATE PARKS BOARD STATE PARKS OFFICES BOARD ROOM AUGUST 3, 2011 MINUTES

# **Board Members Present**

Tracey Westerhausen, Chairman; Reese Woodling; Alan Everett; Larry Landry

# **Board Members Present Via Conference Call**

Walter Armer, Vice-Chairman; William Scalzo; Maria Baier

# **Staff Members Present**

Renée Bahl, Executive Director; Jay Ream, Assistant Director, Parks; Kent Ennis, Assistant Director, Administration; Jay Ziemann, Assistant Director, External Affairs and Partnerships; Monica Enriquez, Executive Staff Assistant.

# **Attorney General's Office**

Laurie Hachtel, Assistant Attorney General; Joy Hernbrode, Assistant Attorney General **AGENDA** 

(Agenda items may be taken in any order unless set for a time certain)

# A. CALL TO ORDER - ROLL CALL - Time Certain: 10:00 AM

Chairman Westerhausen called the meeting to order at 10:01 am. Roll Call indicated a quorum was present.

### B. PLEDGE OF ALLEGIANCE

Chairman Westerhausen asked Lieutenant Alan Nelson from the La Paz County Sheriff's Office to lead the audience in the Pledge of Allegiance.

#### C. INTRODUCTIONS OF BOARD MEMBERS AND AGENCY STAFF

1. Board Statement - "As Board members we are gathered today to be the stewards and voice of Arizona State Parks and its Mission Statement to manage and conserve Arizona's natural, cultural, and recreational resources for the benefit of the people, both in our parks and through our partners."

Mr. Landry read the Board Statement. The Board and Staff introduced themselves.

**D. CALL TO THE PUBLIC** – Consideration and discussion of comments and complaints from the public. Those wishing to address the Board must register at the door and be recognized by the Chair. It is probable that each presentation will be limited to one person per organization. Action taken as a result of public comment will be limited to directing staff to study or reschedule the matter for further consideration at a later time.

Lieutenant Alan Nelson, La Paz County Sheriff's Office, spoke about the FY 2013 Budget proposal to request legislation to utilize Law Enforcement Boating Safety Fund (LEBSF) for Arizona State Parks (ASP) purposes. He said the Parks Board had received a letter dated June 16, 2011 from Sheriff Don Lowery. He read the letter and



asked that it be put in the record. The letter is attached to these minutes as Attachment A.

Lieutenant Nelson said since the letter had been written there had been more boating accidents than in previous years combined. He urged the Board to reconsider its position and allow the LEBSF funding to go to the designated counties as prescribed by law. He noted that in agenda item F-5 the Board is asking the federal government to fully fund the Land and Water Conservation Fund (LWCF) since they would be diverting funds to another purpose. He said the Sheriff's Office is asking for the same principle with LEBSF. He asked the Board keep those funds for its intended purposes.

- E. CONSENT AGENDA The following items of a non-controversial nature have been grouped together for a single vote without Board discussion. The Consent Agenda is a timesaving device and Board members received documentation regarding these items prior to the open meeting. Any Board member may remove any item from the Consent Agenda for discussion and a separate vote at this meeting, as deemed necessary. The public may view the documentation relating to the Consent Agenda at the Board's office: 1300 W. Washington, Suite 150A, Phoenix, Arizona.
  - 1. Approve Minutes of June 22, 2011 Arizona State Parks Board Meeting
  - 2. Approve Minutes of June 23, 2011 Arizona State Parks Board Meeting
  - 3. Approve Executive Session Minutes of June 23, 2011 Arizona State Parks Board Meeting

Mr. Landry said he made some changes to the June 22, 2011 minutes and asked if the motion could include the amended minutes. Mr. Everett motioned to approve the minutes with amended changes. Mr. Woodling seconded the motion. The motion passed unanimously.

# F. BOARD ACTION ITEMS

1. Consider Approving a Baseline Arizona State Parks FY 2013 Operating Budget and Donations Program Budget Request – Staff recommends the Arizona State Parks Board approve the submission of the requested "baseline" Arizona State Parks Operating Budget of \$19,617,400 and Donations Program Budget of \$60,800 for FY 2013 as represented in Table 1, including the assumptions, and including expenditure of Law Enforcement Boating Safety Fund (LEBSF) revenues and cash balance in excess of \$750,000. Staff further recommends the Arizona State Parks Board approve these budgets as lump sum and the Executive Director be authorized to implement the programs, including submittal to the Governor's Office and Legislature, as required.

The Arizona State Parks Board Action Report on this agenda item is included in these minutes as Attachment B.



2. Consider Submitting a Request to Governor's Office to Meet Arizona State Parks' Financial Needs in FY 2013 – The Arizona State Parks Board should consider sending a letter to the Governor requesting adequate funding for Arizona State Parks for FY 2013.

The Arizona State Parks Board Action Report on this agenda item is included in these minutes as Attachment D.

3. Consider Amending the FY 2012 Capital Budget – Staff recommends the Arizona State Parks Board approve the amended FY 2012 Capital Improvement Plan and authorize expenditures in FY 2012 from currently identified project funding sources, and if available, potential funding sources that are yet to be determined.

The Arizona State Parks Board Action Report on this agenda item is included in these minutes as Attachment G.

**4. Consider Adopting the Capital Improvement Needs List –** Staff recommends the Arizona State Parks Board adopt the Capital Improvement Needs list for the purpose of planning short and long-term park development projects.

The Arizona State Parks Board Action Report on this agenda item is included in these minutes as Attachment I.

5. Consider Letter of Support for Fully Funding Stateside Land and Water Conservation Fund – Staff recommends the Arizona State Parks Board endorse the attached letter to the Secretary of the Interior Ken Salazar, opposing the redirection of the Stateside Land and Water Conservation Funds (LWCF) for other purposes.

The Arizona State Parks Board Action Report on this agenda item is included in these minutes as Attachment J.

### G. DISCUSSION ITEMS

1. Discuss Ideas and May Take Action for a FY 2012 Action Plan

The Arizona State Parks Board Action Report on this agenda item is included in these minutes as Attachment K.

- H. TIME AND PLACE OF NEXT MEETING AND CALL FOR FUTURE AGENDA ITEMS
  - 1. Staff recommends that the next Arizona State Parks Board Meeting be on Wednesday, September 14, 2011 at the Arizona State Parks offices in Phoenix, AZ.
  - 2. Board members may wish to discuss issues of interest to Arizona State Parks and request staff to place specific items on future Board meeting agendas.



Mr. Woodling noted that the September meeting is historically to award grants and asked if there would be any grants to award. Ms. Bahl said there would be the Growing Smarter grants.

# I. ADJOURNMENT

Mr. Scalzo motioned to adjourn the meeting. Mr. Woodling seconded the motion. The motion passed unanimously with Ms. Baier absent. The meeting adjourned at 11:16 am.

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Pursuant to Title II of the Americans with Disabilities Act (ADA), Arizona State Parks does not discriminate on the basis of a disability regarding admission to public meetings. Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting the acting ADA Coordinator, Nicole Armstrong-Best, (602) 542-7152; or TTY (602) 542-4174. Requests should be made as early as possible to allow time to arrange the accommodation.

Tracey Westerhausen, Chairman

Renée E. Bahl, Executive Director

9/23/11 4:17 PM



OFFICE OF THE

# La Paz County Sheriff

1109 ARIZONA AVENUE PARKER, ARIZONA 85344 (928) 669-6141 • FAX (928) 669-2008 DON LOWERY SHERIFF

C. DON DAVIS

ALAN NELSON LIEUTENANT

CURT BAGBY LIEUTENANT

CLAUDIA SEECHOMA ADMINISTRATIVE SUPERVISOR

Arizona State Barks Board 1300 W. Washington Phoenix, AZ 85007 June 16, 2011

Dear Board Members,

As Sheriff of La Paz County, I vigorously oppose any effort by the Arizona State Parks Board to continue to re-appropriate funds from the Law Enforcement Boating Safety Fund (LEBSF) to Arizona State Parks for Park operation. The LEBSF was created to ensure that the Counties have sufficient resources to adequately perform mandated law enforcement functions on the State's waterways.

Over the past few years approximately \$6.2 million dollars has been taken from the LEBSF that should have been assigned to the eight participating Counties to keep patrols on the State's Lakes and Rivers. This reduction of funds, particularly to my County, has forced me to relocate funds and resources from other vital law enforcement functions to ensure the safety of the boating public. Not to mention having to leave 2 positions (out of 5) vacant, due to lack of LEBSF funds.

Already to date in 2011, we have sustained more boating accidents on La Paz County waterways than in all of 2010. This can be directly attributed to the decreased law enforcement presence on the waterways. We have also been forced to cease offering Boating Safety Classes to the public, due to insufficient manpower. These conditions, if left to continue, will have an adverse effect on public safety on our waterways and as a result, tourism in our County and State will suffer.

The legislature has spoken in their passage of HB2314 that their intention is for LEBSF monies to be distributed to the Counties for vital boating law enforcement programs. I urge the Board to honor that intention and direct State Parks staff NOT to pursue re-appropriation of LEBSF monies, and ensure that those funds (to be under administrative control of the Arizona Game and Fish Commission in FY 2013) are appropriated for the intended purpose.

Respectfully Submitted



Title: Consider Approving a Baseline Arizona State Parks FY

2013 Operating Budget and Donations Program Budget

Request

Staff Lead: Kent Ennis, Assistant Director

Date: August 3, 2011

Board Members	Aye	Nay	Absent	Abstain	Comments
Tracey Westerhausen Walter Armer Reese Woodling Larry Landry Alan Everett William Scalzo Maria Baier					
Approve 🗵	Deny		Amer	nd 🗆	

# **Motion:**

Reese Woodling: I move the Arizona State Parks Board approve the submission of the requested "baseline" Arizona State Parks Operating Budget of \$19,617,400 and Donations Program Budget of \$60,800 for FY 2013 as represented in Table 1, including the assumptions, and including expenditure of Law Enforcement Boating Safety Fund (LEBSF) revenues and cash balance in excess of \$750,000. Staff further recommends the Arizona State Parks Board approve these budgets as lump sum and the Executive Director be authorized to implement the programs, including submittal to the Governor's Office and Legislature, as required.

Mr. Everett seconded the motion. The motion passed unanimously.

# **Board Questions/Comments:**

Mr. Ennis said this agenda item is the staff recommended agency budget for FY 2013. He said this budget would be submitted to the Governor's Office and to the Legislature. It would keep the Arizona State Parks' (ASP) budget flat compared to the FY 2012 budget. He said the key elements of the budget were given to the Board at the June 22, 2011 Board meeting and he briefly went over those again. These are included in the minutes as Attachment C. He said the budget would be due to the Governor's Office of Strategic Planning and Budgeting by September 1, 2011.

Mr. Ennis said that \$750,000 of the LEBSF monies would go to the Colorado River Counties in grants as prescribed by law. He said any LEBSF monies above the \$750,000 would be used for ASP operating expenses.

Mr. Ennis noted that there are other sensitive budget variables in addition to the LEBSF. For instance there could not be more legislated fund sweeps or there wouldn't be enough money to keep operations flat. Ms. Bahl added that \$1.12 million of the State

Lake Improvement Fund (SLIF) would be moved from operating to capital because there are crumbling parks that aren't meeting visitor's needs.

Mr. Woodling noted that he had the opportunity to take a reporter from the Tucson Weekly to some of the Southern Arizona State Parks. He also said he wanted the public to understand that ASP is responsible for many funds including the Growing Smarter Fund and the Enhancement Fund, which are the gate fees the public pays when visiting a park.

Mr. Landry noted that 21 cents out of every dollar last year was taken from ASP through the Enhancement Fund and went to other forms of government. He said the public should know that the responsibility lies with the Legislature. The Governor has been supportive.

### **Status to Date:**

Operating Funds are the main focus of the agency budgeting process. The operating budget includes funding for both permanent and seasonal full-time equivalent (FTE) positions, employee benefits, rent/leases, risk management and operating needs and other necessary expenditures to operate and support the agency.

# **General Assumptions:**

The goal of the FY 2013 "baseline" budget is to keep agency operations flat and avoid additional reductions. The FY 2013 agency operating budget recommended by staff is driven by a number of general considerations. If these assumptions change, then Staff will come back to the Board as needed to discuss funding options. These assumptions include:

- 1) The Board will continue to emphasize keeping as many parks open as possible.
- 2) There will be no additional legislated sweeps of any State Parks funds in FY 2012 or FY 2013.
- 3) Unlike FY 2012, during which the Board has one-time legislated authority to use the LEBSF for agency operations, including all receipts and cash balance forward above \$750,000 reserved for pass through grants to three counties, there is currently no legislated authority to fund agency operations from LEBSF during FY 2013. However, staff recommends seeking session law that will allow full appropriation of LEBSF revenues to State Parks for FY 2013, with \$750,000 reserved for pass through grants to three counties, and full use of all remaining revenues and cash balance for agency operations.
- 4) Continued emphasis to maintain monetary and in-kind local contributions toward specific park operations that will support the agency's effort to keep those parks open.
- 5) Setting aside \$1 million in operating funds for on-going repair, replacement and maintenance within the parks. This amount will be insufficient to deal with the majority of deferred maintenance. The FY

- 2012 budget was the first year after the permanent loss of the Arizona State Parks Heritage Fund, which provided the majority of the agency's capital and facilities maintenance funding in FY 2011 and prior years.
- 6) FY 2012 and FY 2013 will start with operating cash balances that are at historic low levels for the agency.

# **Board Budget Policy Considerations:**

- State Lake Improvement Fund (SLIF) revenues are currently forecasted to be \$4.9 million in FY 2012 and FY 2013. The FY 2012 budget approved by the Board on June 23, 2011 reflected planned SLIF spending at \$6 million for agency operations. Staff recommends spending \$4.22 million from SLIF in FY 2013. The lowered SLIF operating budget of \$4.22 million in FY 2013 reflects staff's recommendation to seek favorable review from the Joint Committee on Capital Review (JCCR) to use \$1.12 million of SLIF for capital improvements at the agency's boating parks. This option is dependent upon enactment of session law that appropriates the LEBSF to State Parks for agency operations, and the full appropriation of the Enhancement Fund. Otherwise, FY 2012 and FY 2013 SLIF ending balances will be lower and will not sustain any potential additional fund sweeps or capital expenditures.
- The LEBSF budget for FY 2013 reflects staff's recommendation to seek the
  enactment of session law that appropriates the Law Enforcement Boating Safety
  Fund (LEBSF) to State Parks in FY 2013 for agency operations and \$750,000 to
  grants. Staff would pursue conversation with public partners to determine if other
  funding would be available for pass through to the County Sheriff Departments to
  offset the portion of LEBSF that would be used for State Parks operations in FY
  2013.
- Both FY 2012 and FY 2013 revenues from the Enhancement Fund are estimated to be \$10 million, the same as estimated FY 2011 parks revenues. Staff recommends, through the agency's budget submission request to the Governor's Budget Office and the Joint Legislative Budget Committee (JLBC), to increase the FY 2013 Enhancement Fund budget to \$10 million to partially offset other revenue losses for agency operations, and also to align expenditures from that fund with the level of anticipated Enhancement Fund visitor revenues. If the Legislature does not enact this appropriation increase, Enhancement Fund revenues in excess of the appropriated budget limit will continue to be unavailable to fund park operations and the agency's overall operating budget will likely be lower in FY 2013 than in FY 2012.
- Land Conservation Fund Interest (LCF Interest) The FY 2012 Operating Budget approved by the Board on June 23, 2011 does not include expenditures from this fund. Staff recommends reserving the current cash balance and FY 2012 revenues for operations in FY 2013 and future, to offset anticipated loss of other revenues. The cash balance in the LCF Interest account is estimated to reach \$1.17 million at the beginning of FY 2013, and \$850,500 of that balance is

budgeted in FY 2013 for the continued support of the Growing Smarter Program and some contribution toward agency operating expenditures.

- As in FY 2011, \$1 million will be allocated within the agency Operating Budget for park repair and replacement needs across the Arizona State Parks system in each FY 2012 and FY 2013. This amount is insufficient to meet any large replacement or capital requirements.
- Reservation Surcharge Fund (RSF) revenues are currently forecasted to be \$500,000 in FY 2012 and FY 2013, a \$160,000 increase over original FY 2011 original estimates due to the estimated new revenues from the online tour and camping reservation system. The additional revenues will be used to fund a portion of the cost of continued reservation system development and implementation. Although the FY 2012 appropriation for the RSF in the General Appropriations Act is only \$206,400, a footnote to that Act allows expenditure of all receipts to the fund, with notification to the Joint Legislative Budget Committee regarding the agency's intended use of the additional funds.
- Arizona State Parks will continue to implement and expand the online reservation system in FY 2013.
- The agency will continue to transition from permanent staffing to more seasonal employees to reduce payroll costs.
- In order to increase awareness and market share of Arizona State Parks relative
  to other recreational choices in Arizona, Staff recommends increasing the
  Marketing and Printing budget from \$200,000 to \$400,000 for both FY 2012 and
  FY 2013, which will include contract services, but will not include additional
  staffing.
- Staff recommends a FY 2013 Donations Program Budget of \$60,800 from the Park and Program Donation accounts. This budget level includes expenditure of the estimated \$50,000 of new revenue and approximately 50% of the balance forward in those accounts. The staff recommendation does not include expenditures from the Asta Forrest bequest account, which has a balance of \$143,000 and is subject to Board approval for its use. Staff will bring recommendations to the Board in September 2011 for specific scope items to consider for this bequest account.

# **Specific FY 2013 Budget Proposal Recommendation:**

The FY 2013 budget request will be presented to the Governor's Office of Strategic Planning and Budgeting and the Joint Legislative Budget Committee by September 1, 2011, and deliberated in the next year's Legislative Session. After final passage, the details of the budget signed by the Governor, and the agency's financial assumptions and recommendations for FY 2013, will be presented to the Parks Board in June 2012. At this time, key assumptions for that budget include the following:

 Request a \$10 million Enhancement Fund expenditure appropriation to the Office of Strategic Planning and Budgeting (OSPB) and the Joint Legislative Budget Committee (JLBC).

- Budget forecasts assume continuation of LEBSF for agency operations in FY 2013, but this was Session Law pertaining to FY 2012 only. Request this continuation for the agency budget submittals to OSPB and JLBC.
- Request merging the Lump Sum Operating and Kartchner Caverns line items within the annual General Appropriations Act. This will provide the agency with flexibility to allocate the Enhancement Fund and Reservation Surcharge Fund appropriations more effectively across the entire park system.
- Request removal of the \$75,000 ending cash balance cap from the Reservation Surcharge Fund statute, A.R.S. 41-511.24. Staff will also request that the FY 2013 appropriation from the Reservation Surcharge Fund be increased to reflect the estimated FY 2013 revenues of \$500,000. This will provide the agency with flexibility to allocate the Reservation Surcharge appropriation more effectively throughout each quarter of the fiscal year.
- There will be \$1 million set aside within the agency Operating Budget for ongoing repair, replacement and maintenance needs across the Arizona State Parks system in FY 2013.
- Completion of the next Watercraft Survey, which repeats every 3 years and
  determines the share of boating related gasoline taxes that fund the State Lake
  Improvement Fund, is scheduled for the first half of FY 2013. The new estimated
  percentage is expected to take effect in January 2013, but the current forecast
  does not anticipate a change to the agency's SLIF revenues.
- Staff recommends seeking JCCR favorable review for capital improvements of \$1.12 million to the agency's boating parks from the State Lake Improvement Fund from FY 2013 SLIF revenues. The Parks Board would recommend projects after the FY 2013 budget is enacted.

# **Budget Tables for FY 2013**

Table 1 shows Staff recommendations to the Board for estimated revenues and expenditures by fund for FY 2013. The recommended FY 2013 operating budget of \$19.6 million is slightly higher than the FY 2012 to stabilize critical operations.

Tables 2 and 3 show the agency's operating budgets for a five-year period, including the FY 2013 recommendations, by category of expense and by funding source.

### Time Frame:

The FY 2013 budget will be submitted to the Governor's OSPB by the September 1 due date.

# Staff and Financial Resources:

No additional staff resources will be required to implement these recommended budgets.

# **Relation to Strategic Plan:**

Resources Goal: To provide sustainable management of our natural, cultural, recreational, economic and human resources.

# **Relevant Past Board Actions:**

The Board passed FY 2011, FY 2012 and FY 2013 Operating Budgets on June 16, 2010. The FY 2011 budget was revised and approved by the Board on March 17, 2011. The Board passed the FY 2012 budget on June 23, 2011.

# Attachment C FY 2013 Operating Budget Request

- \$10 million appropriation from Enhancement Fund
- Remove Kartchner Line Item
- Increase Reservation Surcharge appropriation to \$500,000 & remove \$75,000 ending balance cap
- LEBSF revenues above \$750,000 for agency operations
- Moving \$1.12 million of SLIF from Operating to Capital

# FY 2013 Operating Budget Assumptions

- \$1 million allocated for park repair and replacement needs
- FY 2013 will start with operating cash balances that are historic low levels
- No additional fund sweeps



Title: Consider Submitting a Request to Governor's Office to

Meet Arizona State Parks' Financial Needs in FY 2013

Staff Lead: Kent Ennis, Assistant Director

Date: August 3, 2011

<b>Board Members</b>	Aye	Nay	Absent	Abstain	Comments
Tracey Westerhausen Walter Armer Reese Woodling Larry Landry Alan Everett William Scalzo Maria Baier					
Approve ⊠	Deny		Amen	nd 🗆	

# **Motion:**

**Reese Woodling:** I move the Arizona State Parks Board send a letter to the Governor requesting adequate funding for Arizona State Parks in FY 2013.

As caretakers of Arizona State Parks, the Arizona State Parks Board considers a fully operational State Parks system an essential element to the economic recovery of the state, particularly in rural Arizona. The request is for an additional \$25 million to come from supplemental and sustainable funding sources.

Mr. Everett seconded the motion. Ms. Baier noted that she would abstain from this vote. The motion passed unanimously with Ms. Baier abstaining.

# **Board Questions/Comments:**

Ms. Bahl said the Board should consider sending a letter to Governor Brewer to ask for additional funds to meet adequate funding. If the Board approved the letter it would be sent to the Governor in the form of a letter. The baseline budget would still have to be submitted to the Governor's Office and Legislature.

Ms. Bahl said the additional funding would provide things that were listed in the powerpoint presentation. This is included in these minutes as Attachment E.

Mr. Landry said ASP has many capital maintenance and operation needs. He asked where that is dealt with in this budget. Ms. Bahl answered that it is listed on Table 4 in the Board packet (included in these minutes as Attachment F). She noted that this is not a "dream budget" but a standard operating budget. She said annually there are \$175 million worth of documented capital needs.

Mr. Landry said since there has not been a budget for capital needs for a few years couldn't that figure easily be \$200 million annually. Ms. Bahl answered affirmatively.

Ms. Bahl said the baseline budget would be submitted to the Governor's Budget Office and the Joint Legislative Budget Committee (JLBC) by September 1, 2011. The letter to the Governor would be sent as soon as possible after this meeting on August 3, 2011. The letter would be sent to Legislative leadership about September 1, 2011.

Mr. Landry said he did not like the wording on the powerpoint (Attachment E, page 1, Discontinue financial support). He said partnerships are very important. It could be rephrased because it would send the wrong message.

Mr. Woodling said he agreed and said that third bullet could be left out.

Ms. Bahl said something could be added to the second bullet and third bullet could be left out.

Chairman Westerhausen said the second bullet could be re-phrased to "The State will operate all State Parks with the support of its partners."

Mr. Scalzo asked Mr. Ziemann if he thought sending this letter would cause more harm in the Legislature than it was worth. Mr. Ziemann said he thought sending the letter without the baseline budget would be a problem. He said adding the letter to the baseline budget would be a better strategy.

Mr. Woodling noted that the Commission on Privatization and Efficiency (COPE) released their report and he asked if ASP was mentioned in the report.

Ms. Bahl said the report was released on July 21, 2011. She said the Board would receive an update on the report at its September 14, 2011 meeting. She said the report did not mention ASP specifically but there is a recommendation on the elimination of Boards and Commissions and Privatization.

Mr. Landry said he thought ASP needed to ask for what it needs and to communicate this to the legislature especially the leadership and the appropriations committee. He said they may ignore it but at least it was asked for. He said it should be paired with a one-page summary to tell the story of how ASP is addressing privatization. He said he would be supportive of the letter with some edits.

Ms. Baier said she thought that including the explanation of the letter's purpose would impact the effectiveness of it. She said if ASP does not explain its needs then no one else would. She said in the context of the overall state budget that some explanation of the letter's purpose is going to be imperative.

Chairman Westerhausen asked Mr. Ziemann if this letter would impact the movement to eliminate the Arizona State Parks Board and make the Executive Director position an appointed one.

Ms. Bahl answered that she wouldn't worry about that. That is the least of the Board's concerns. She said the concern is to have an operating state parks system. She said sending this letter would have some repercussions of its own. However, she said Mr. Landry's point was well taken when he said, "If you don't ask, no one will ever know." She said what was important is that the Board approved the baseline budget. That is

the budget the accountants would fall back on. The letter would explain what the adequate needs of the agency are.

Mr. Everett noted the motion said to send the letter to the Governor. He asked if the Board meant to send this to the Legislature as well. Mr. Landry said he thought the letter should be sent to the legislative leaders, appropriation committees as well as the Governor.

Chairman Westerhausen asked if Mr. Landry envisioned one letter addressed to all of the people mentioned. Mr. Landry said the letter should be sent to the Governor with a carbon copy to legislative leadership and the appropriations committee.

Mr. Everett said he thought the letter should begin with the economic contributions that ASP has throughout the state. Mr. Landry said he had multiple suggested edits to the letter. He said the Board could go through those or they could be given to staff after the meeting.

Ms. Bahl said the Board could work with staff through the Chair. This action would give authority to the Chair to send a letter.

Mr. Scalzo said he agreed with the concept of the letter. He said that he strongly agreed with Mr. Everett to include the economic contribution information.

Ms. Hachtel suggested that the Board direct the revisions for the letter to staff after the meeting. That would not violate open meeting law.

Chairman Westerhausen said that the motion does not need to include to whom the letter would be carbon copied. She said the motion as it stands is fine.

# **Status to Date:**

At its June 23, 2011 meeting, the Parks Board unanimously directed Staff to determine a level of operating and capital budgets for FY 2013 that would reflect the recommendations from Governor Brewer's Task Force on Sustainable State Parks Funding (2009) to meet the requirements of the State Parks system.

Staff has reviewed the statutory requirements for agency services and the levels of service to the public that have been drastically reduced since FY 2009.

# **General Assumptions**

At the beginning of FY 2009, ASP had a \$26 million operating budget, including \$8.3 million from the General Fund. By FY 2010 and through FY 2012, annual agency operating budgets have been about \$19 million, a 27% decline. Since FY 2010, for the first time since its inception in 1957, the agency has received no General Fund operating appropriation. Agency staffing has been reduced by 40%, resulting in reduced hours of operations at parks and some closed parks outright. Financial agreements with local governments and other partners, who recognize the importance of visits to nearby parks to their local economies and lifestyles, have provided a relatively small but critically important resource necessary to keep many parks open. These agreements, which are outside normal budgets, are not sustainable for the long term, however.

Additionally, State Parks turned over the complete management responsibility of six parks to local governments or other organizations due to budget cuts.

The agency experienced \$81 million of legislated budget reductions since FY 2008. This includes sweeps to the Enhancement Fund, the agency's gate fee and concession fee fund, which has significantly impaired park system operations.

The elimination of the voter-approved Arizona State Parks Heritage Fund in FY 2010 caused a \$10 million permanent annual revenue reduction, and removed the last source of Parks' capital and maintenance funding for system wide repairs and capital projects.

# Supplemental FY 2013 Budget Proposal

In addition to the Baseline FY 2013 Arizona State Parks budget plan to be submitted to Office of Strategic Planning and Budgeting (OSPB), the Board recommends that a fully functional Arizona State Parks Board should provide for the following services to the public:

- All State Parks and natural areas should operate fully.
- The State will operate all State Parks with the support of partners.
- Address deferred maintenance and capital requirements.
- Increase State Parks marketing efforts to further improve visitation.
- Increase resources management to include scientific specialties so that State Parks can meet its legal and public duties to responsibly manage the sensitive natural and cultural resources entrusted to it.
- Initiate planning of new revenue generating projects at Contact Point, Rockin River, San Rafael and other locations.
- Reinstate statutorily mandated statewide outdoor recreation planning.
- Adhere to Arizona statutes relating to the intended uses of the Enhancement Fund, Off-Highway Vehicle Recreation Fund, the Law Enforcement Boating Safety Fund, and other funds.
- Increase agency administrative support for the programs above.
- Enhance administrative management of private concession contracting.

The final report of "Governor Brewer's Task Force on Sustainable State Parks Funding," October 30, 2009, recommended a Sustainable Parks Fund to provide long-term financial stability. Numerous options for funding sources were provided in that report, including annual contributions from the registration of non-commercial vehicles.

The report cited the ASU Morrison Institute for Public Policy report, "The Price of Stewardship, the Future of Arizona's State Park", October 2009, that recommended that Arizona State Parks should "have an operating budget of \$30 to \$34 million annually simply to operate the existing Parks system." The current operating budget is \$19.4

million, and includes, under Session Law, temporary funding sources from other state agency programs (LEBSF for \$1.1 million) and funding from local partners (\$500,000).

That operating recommendation did include capital funding requirements, which amount to more than \$175 million in the Parks system.

#### Time Frame:

The FY 2013 Parks Board-approved budget request will be submitted to the Governor's OSPB by the September 1, 2011, along with a letter describing the additional resources required to operate a fully functioning Arizona State Parks system, per this Board report.

### Staff and Financial Resources:

Additional staff resources will be required to implement these enhanced, fully funded operations of Arizona State Parks.

# **Relation to Strategic Plan:**

Resources Goal: To provide sustainable management of our natural, cultural, recreational, economic and human resources.

# **Relevant Past Board Actions:**

The Board adopted the FY 2012 Operating Budget on June 23, 2011.

# Attachment E BOARD ACTION ITEM

F.2.

Consider Submitting a Request to Governor's Office to Meet Arizona State Parks Financial Needs in FY 2013 -\$25 million

The additional funding will provide for the following:

- Restore seven-day operations in parks
- The State will operate all State Parks with the support of partners

- Manage statewide resource management & recreation planning
- Repair and maintain park facilities
- Grant program funds spent in accordance with statute (LEBSF/OHV)
- Improve Park infrastructure to enhance publicprivate partnerships

# **BOARD ACTION ITEM**

F.2.

\$14 M

Arizona State Parks Board funding request

Increase for Agency Operations

Replace Diverted Funding/Grants \$11 M

Total Additional Funding \$25 M

- Conveyed in cover letter with FY2013 "Baseline" Budget
  - Letter to Governor Brewer after Board Action today
  - Letter to Governor Brewer and Legislative Leaders Requesting adequate funding for FY2013

# **ATTACHMENT F**

REVISED Allocation of FY 2013 Budget Increases	Additional Funding		
Resume Discontinued Programs and Operations:	Additional Funding		
• Restore 7-day per week operations at parks currently operated by Arizona State Parks	\$1,000,000		
• Directly operate remaining Arizona State Parks 7 days per week, including State Natural Areas, with enhanced public-private partnerships	3,700,000		
Discontinue local partner financial support	500,000		
Resume statewide resource management and recreation planning	3,200,000		
• Increase Administrative staff and support for resumed programs and operations	2,000,000		
Repair and maintain existing park facilites and equipment	2,600,000		
Award grant monies in accordance with statute (LEBSF, OHV, SLIF)	500,000		
Improve park infrastructure	300,000		
Funding Increase Required for Resumed Agency Operations	<u>\$13,800,000</u>		
Replace Diverted Funding Sources for Agency Operations			
• Return 50% of Enhancement Fund to State Parks capital outlay	\$5,000,000		
Return full LEBSF to grants	1,100,000		
• Return 88.2% of SLIF revenue to lake improvement capital and grants	4,400,000		
Return OHV agency operating funds to grants	700,000		
Total Replacement of Diverted Funding Sources	<u>\$11,200,000</u>		
Total Additional Revenue Requirements	<u>\$25,000,000</u>		
Total FY 2013 Agency-Wide Full Funding Budget:			
* Funding increase required for resumed agency operations	\$13,800,000		
* Approved FY 2012 agency operating budget, currently including \$11.4 million of diverted funding sources	19,500,000		
Total FY 2013 Agency-Wide Full Funding Budget	\$33,300,000		



Title: Consider Amending the FY 2012 Capital Budget

Staff Lead: Jay Ream, Assistant Director

Date: August 3, 2011

<b>Board Members</b>	Aye	Nay	Absent	Abstain	Comments
Tracey Westerhausen Walter Armer Reese Woodling Larry Landry Alan Everett William Scalzo Maria Baier					
Approve 🗵	Deny		Amen	d 🗆	

#### Motion:

<u>Larry Landry:</u> I move the Arizona State Parks Board approve the amended FY 2012 Capital Improvement Plan and authorize expenditures in FY 2012 from currently identified project funding sources, and if available, potential funding sources that are yet to be determined.

Mr. Everett seconded the motion. The motion passed unanimously.

### **Board Questions/Comments:**

Mr. Ream said staff is asking the Board to revise the FY 2012 Capital Improvement Plan to include projects that carried over from FY 2011. Those projects are the electrification of campsites at Patagonia Lake, the portable water system at Buckskin/River Island State Park and additional funding for the engineer firm working on the Arizona Department of Environmental Quality (ADEQ) consent order. He said the Board's action would increase the Capital Improvement Plan budget by a total of \$377,657. It identifies existing State Lake Improvement Fund (SLIF) as the source. He said the Board has approved the FY 2012 plan and this would revise the plan to include the three projects mentioned.

Mr. Landry commented that he hoped the Arizona Department of Transportation (ADOT) related items such as number 23 (the crack, seal, slurry and stripe at Red Rock) on the Capital Improvement Plan list (included in these minutes as Attachment H) would not be spent until Board members could meet with ADOT and ask them to live up to the statutory language that started in 1985 and amended in 1996.

#### Status to Date:

At its June 23, 2011 meeting, the Arizona State Parks Board approved the FY 2012 Capital Improvement Plan (CIP). In FY 2011, Arizona State Parks (ASP) initiated development projects at Patagonia Lake State Park for campground electrification, paving and extending electric service connections and the replacement of the potable

water system at Buckskin/River Island State Park including additional design as part of the Arizona Department of Environmental Quality (ADEQ) consent order. These projects were originally scheduled for completion by June 30, 2011. Project delays and change orders necessitate extending the completion date into FY 2012. Due to this extension staff is requesting an amendment to the FY 2012 CIP to account for the completion of these projects. The funds to be used in FY2012 are from previously allocated State Lake Improvement Funds. The previously approved FY 2012 CIP showed no expenditures. Project funding for FY 2012: Patagonia Lake \$223,327, Buckskin/River Island \$154,330 and ADEQ Consent Order \$106,250.

### Time Frame:

Projects at Patagonia Lake and Buckskin/River Island State Parks will be completed in FY 2012.

# Staff and Financial Resources:

No additional staff is required.

# **Relation to Strategic Plan:**

Visitors Goal: To provide safe, meaningful and unique experiences for our visitors, volunteers and citizens.

### **Relevant Past Board Actions:**

June 23, 2011 the Arizona State Parks Board approved the FY 2012 Capital Improvement Plan.

### ATTACHMENT H

## ARIZONA DEPARTMENT OF ADMINISTRATION BUILDING SYSTEM

### FY 2012 CAPITAL IMPROVEMENT PLAN

# ONE YEAR CAPITAL PROJECT REQUEST SUMMARY

		CIP FORM 2		·····
Agency:	PARKS BOARD		·	
Priority	Project Name	Project Description	Fund Sources	Total Costs
1	ALAMO - NEW PRE-MFG. CABINS (4)	CONSTRUCTION - DELIVERY & SETUP OF 4 SIMULATED CABINS	TBD	140,000
2	BUCKSKIN MTN - SHORELINE STABÍLIZATION TO BEACH AREA	DESIGN - EROSION CONTROL AND SITE IMPROVEMENTS	TBD	825,000
3	BUCKSKIN MTN - NEW BOAT LAUNCH RAMPS & GAS DOCKS	DESIGN - NEW BOAT LAUNCH RAMPS & GAS DOCKS	TBD	425,000
4	BUCKSKIN MTN/RIS - NEW POTABLE WATERTREATMENT IMPROVEMENTS	DESIGN & CONSTRUCTION - CONTINUED COMPLETION OF PROJECT	SLIF	154,330
5	DEADHORSE - ELECTRIFY 23 CAMPSITES	DESIGN & CONSTRUCTION - PROVIDE 23 NEW 100 AMP PEDESTALS	TBD	345,000
6	DEADHORSE - NEW CONCESSION STORE	DESIGN & CONSTRUCTION - NEW CONCESSION STORE	TBD	350,000
7	FORT VERDE - STABILIZATION TO EXISTING STRUCTURES	DESIGN & CONSTRUCTION - STABILIZE FOUNDATIONS, WALLS AND FLOORS	TBD	850,000
8	FORT VERDE - NEW SUPPORT TYPE BARRACKS BUILDING	DESIGN ONLY - REPLICA OF BARRACKS	TBD	250,000
9	KARTCHNER - UPGRADES TO POTABLE WATER SYSTEM	DESIGN & CONSTRUCTION - UPGRADE EXISTING WELLS AND WATERLINES	TBD	950,000
10	KARTCHNER - OFF-SITE POTABLE WATER LINE TO PARK	DESIGN ONLY - NEW POTABLE WATER LINE TO REPLACE WELLS	TBD	400,000
11	LAKE HAVASU - NEW FIRE MAIN WATER LINE	DESIGN & CONSTRUCTION - NEW 8" FIRE MAIN WATERLINE	TBD	750,000
12	LOST DUTCHMAN - NEW MFG. RESIDENCE	DESIGN & CONSTRUCTION - NEW RESIDENCE WITH SITE WORK	TBD	175,000
13	MULTI-PARK - MISC'L. FORCE/MATERIAL/ADA,CONST	ON-GOING - EMERGENCY REPAIRS AND SMALL PROJECTS	TBD	250,000
14	MULTI-PARK - ADEQ CONSENT ORDER (WATER/WASTEWATER)	CONTINUED DESIGN CONSULTANT	SLIF	106,250
15	MULTI-PARK - ADEQ CONSENT ORDER (WATER/WASTEWATER)	ON-GOING/CONSULTANT - WATER/WASTE WATER DESIGN AND CONSTRUCTION	TBD	833,750
16	MULTI-PARK - ADEQ COMPLIANCE	ON-GOING - RETROFIT, REPAIR AND/OR REPLACE WATER AND WASTEWATER SYSTM.	TBD	500,000
	ORACLE - NEW WASTEWATER TREATMENT PLANT	DESIGN & CONSTRUCTION - NEW WASTEWATER TREATMENT PLANT	TBD	875,000
18	ORACLE - NEW RESTROOM BUILDING	DESIGN & CONSTRUCTION - NEW PRE-ENGINEERED RESTROOM BUILDING	TBD	175,000
19	ORACLE - NEW RESIDENCE AREA UPGRADES	DESIGN & CONSTRUCTION - UTILITY UPGRADES AND SITE IMPROVEMENTS	TBD	450,000
20	PATAGONIA-ELECTRIFICATION OF 105 CAMPSITES	DESIGN & CONSTRUCTION - CONTINUED COMPLETION OF PROJECT	SLIF	223,327
21	PATAGONIA-WASTEWATER TREATMENT PLANT IMPROVEMENTS	DESIGN & CONSTRUCTION - UTILITY UPGRADES AND SITE IMPROVEMENTS	TBD	\$700,000
22	REDROCK - HBPP AND CONCEPTUAL DRAWINGS	HISTORIC BUILDING PRESERVATION PLAN ALONG WITH DRAWINGS	TBD	\$300,000
23	REDROCK - CRACK SEAL, SLURRY AND STRIPE	ALL ROADS AND PAQRKING AREAS	TBD	\$250,000
24	ROPER LAKE - NEW RESTROOM/SHOWER BUILDING	DESIGN & CONSTRUCTION - PRE-ENGR. RRRM/SHWR BUILDING W/SITE UTILITIES	TBD	\$400,000
			Total	\$10,677,657



Title: Consider Adopting the Capital Improvement Needs List

Staff Lead: Jay Ream, Assistant Director

Date: August 3, 2011

Board Members	Aye	Nay	Absent	Abstain	Comments
Tracey Westerhausen Walter Armer Reese Woodling Larry Landry Alan Everett William Scalzo Maria Baier					
Approve 🗵	Deny		Amen	nd 🗆	

# Motion:

<u>Larry Landry:</u> I move the Arizona State Parks Board adopt the Capital Improvement Needs list for the purpose of planning short and long-term park development projects.

Mr. Woodling seconded the motion. The motion passed unanimously.

#### **Board Questions/Comments:**

Mr. Ream said at its June 23, 2011 meeting, the Board directed staff to update the Capital needs list. The list included in the Board packet lists short and long-term needs for the operations of state parks including acquisitions. He said ongoing maintenance, repair and replacement projects are not included. These are annual costs and without funding these become part of the deferred maintenance list that is growing. He said staff would work on a list of those needs this year and report on them to the Board at a future meeting. The list identifies more than \$175 million worth of projects.

Mr. Scalzo commended staff for the good job they did on compiling this list. He said particularly because they put projects into the capital improvement plan that would help ASP improve the revenues – these are revenue driven projects including ones at Fool Hollow Lake and Contact Point.

Mr. Woodling asked staff how they arrived at all of the numbers included in the list.

Mr. Ream said the numbers are derived mostly by experience. The Development staff are very experienced including Paul Govino, Chief of Development, and he has been doing projects such as these for ASP for 25 years. There is also an architect on staff who has vast experience in buildings and structures and architecture throughout the state of Arizona including historic architecture. Mr. Woodling said to send the Board's compliments to these staff members.

# **Status to Date:**

On June 23, 2011 the Arizona State Parks Board directed staff to update the Arizona State Parks (ASP) capital improvement needs list. The attached document totaling \$175 million. The list, as written, is a compilation of current and anticipated capital improvement needs including land acquisitions. It does not reflect emergency or unanticipated capital projects beyond our ability to plan.

# Time Frame:

ASP staff will use this list and additional research to develop a comprehensive capital improvement list for the agency in FY 2012.

## Staff and Financial Resources:

Development of the Capital Improvement Needs list required 60 hours of staff time.

# Relation to Strategic Plan:

Visitors Goal: To provide safe, meaningful and unique experiences for our visitors, volunteers and citizens.

### **Relevant Past Board Actions:**

June 23, 2011 the Arizona State Parks Board directed staff to assemble and update the list of capital needs for ASP.



Title: Consider Letter of Support for Fully Funding Stateside

Land and Water Conservation Fund

Staff Lead: Jay Ziemann, Assistant Director

Date: August 3, 2011

<b>Board Members</b>	Aye	Nay	Absent	Abstain	Comments
Tracey Westerhausen Walter Armer Reese Woodling Larry Landry Alan Everett William Scalzo Maria Baier					
Approve 🗵	Deny		Amen	nd 🗆	

### Motion:

<u>Bill Scalzo:</u> I move the Arizona State Parks Board endorse the attached letter to the Secretary of the Interior Ken Salazar, opposing the redirection of the Stateside Land and Water Conservation Funds (LWCF) for other purposes.

Mr. Landry seconded the motion. The motion passed unanimously.

# **Board Questions/Comments:**

Mr. Ziemann said virtually every President has had a public lands or an outdoor recreation initiative. President Obama's proposal is called America's Great Outdoors (AGO) Initiative. The goals of which are universally hailed as being laudable and the issue now is how to fund America's Great Outdoors. Secretary of the Interior Ken Salazar has recently stated that the administration would seek to redirect 60% of the stateside portion of the Land and Water Conservation Fund to fund the AGO. He said staff is seeking letters from the Parks Board and the Chair of the Arizona Outdoor Recreation Coordinating Commission (AORCC) for support of the goals of AGO while encouraging the administration to find an alternate funding source other than the stateside LWCF. He said included in the Board report was a draft of the letter to send to Secretary Salazar.

Mr. Landry suggested copying the Arizona congressional delegation. He noted that Representative Pastor sits on the Appropriations Committee, Representatives Grijalva and Gosar sit on the Natural Resources Committee.

#### Status to Date:

On September 3, 1964, President Lyndon Johnson signed the Land and Water Conservation Fund Act. The Act has two components. The Federal side is for the acquisition of lands for public recreation to be maintained in perpetuity. The stateside portion is to be used for the acquisition and development of outdoor recreation

resources. Prior to receiving LWCF funding, the states must complete a statewide comprehensive outdoor recreation plan (SCORP).

After 1968, revenues to the LWCF came from outer continental shelf mineral leasing. By Federal Fiscal Year 1978 funding was increased to \$900 million per year. Unfortunately, LWCF funding, and especially the state side half, has been sporadic over the years.

President Obama's administration is now seeking funding for their America's Great Outdoors (AGO) Initiative. The Administration is advocating that a new national competitive grant program would be funded by the redirection of 60% of the state side appropriation of the LWCF. Indications are that the National Park Service would administer this new grant program instead of having each state and their State Liaison Officer review and select the projects based on our open project selection process, which is based upon priorities of each state's SCORP.

A stateside coalition consisting of the National Association of State Liaison Officers (NASORLO), the National Recreation and Park Association, (NRPA), the National Association of State Park Directors (NASPD), the National Association of Recreation Resource Planners (NARRP), and the National Governors Association (NGA), along with others representing state interests oppose redirecting stateside LWCF to a new program. The AGO's national competitive grant program is viewed as federalizing a state program.

Additionally, these groups are seeking Congressional action for equity in the distribution of funds in the LWCF between the federal and state side shares because the local and state outdoor recreational needs far exceed current funding levels and state and local projects encourage activity and healthy lifestyles near the population. In Arizona, the loss of the LWCF, coupled with the loss of the State Parks Heritage Fund would be very detrimental to local recreation funding.

# Time Frame:

If approved, staff will send the letter immediately.

#### Staff and Financial Resources:

These efforts fall within the ongoing work responsibilities of agency staff.

# **Relation to Strategic Plan:**

Partnerships Goal: To build lasting public and private partnerships to promote local economies, good neighbors, recreation, conservation, tourism and establish sustainable funding for the agency.

### **Relevant Past Board Actions:**

N/A



Title: Discuss Ideas for a FY 2012 Action Plan Staff Lead: Monica Enriquez, Executive Staff Assistant

Date: August 3, 2011

Board Members	Aye	Nay	Absent	Abstain	Comments
Tracey Westerhausen Walter Armer Reese Woodling Larry Landry Alan Everett William Scalzo Maria Baier					
Approve 🗵	Deny		Amen	ıd 🗆	

# **Motion:**

<u>Larry Landry:</u> I move the Arizona State Parks Board ask the Parks Board Chair to send a letter to the Arizona State Parks Foundation requesting that an Arizona State Parks Board Member be appointed as a voting member of the Board of Directors of the Arizona State Parks Foundation.

Mr. Woodling seconded the motion. The motion passed unanimously with Ms. Baier absent.

### **Board Questions/Comments:**

Ms. Baier said she had to leave. She asked the other Board Members if they would wait for another meeting if they wanted to vote on this issue. Ms. Baier left at 11:08 am.

Mr. Landry said the action plan articulates what the Board discussed doing at the June 22 and 23, 2011 Board meetings and as additional detail to the strategic plan. He said he would like to request the Chairman send a letter to the Arizona State Parks Foundation and ask that a member of the Arizona State Parks Board be on that Board.

Mr. Woodling asked if that would be a conflict of interest between a state agency and the Foundation to have a current member of the Parks Board on the Foundation's Board.

Mr. Landry said he didn't think it a conflict of interest. He said Parks Foundation's around the country are more to support the agency and to assist in the goals of ASP. He thought it a natural liaison and it would be good to coordinate efforts especially as ASP moves to find a permanent funding source for ASP.

Chairman Westerhausen said if conflicts arose a member could abstain from a vote.

Mr. Woodling noted that the Parks Board is not paid nor do they get reimbursed for travel. In that way there would not be money involved and no conflict.

Chairman Westerhausen said her view of the action plan is that it supplements the goals and objectives of the strategic plan. She said she asked staff to give copies of the strategic plan to the Board. She said the action plan particularly complements the goals and objectives of partnerships and communications. She didn't think the Board needed to take action on the action plan. The Board could ask the Executive Director to incorporate these into the strategic plan.

Mr. Scalzo said he agreed with Chairman Westerhausen with regards to the action plan. He said he thought the strategic plan a staff function and they should implement it.

Mr. Landry asked if there should be an acclamation for the Chair to send a letter to the Foundation for a Parks Board membership onto the Foundation Board.

Ms. Bahl said there needed to be some action or direction from the Board on this issue.

# **Status to Date:**

At its June 22 and June 23, 2011 Board meetings, the Board briefly discussed a FY 2012 action plan. The Board requested this item be added to this agenda for discussion.

An action plan would provide more specific tasks for the Parks Board and staff to work toward in FY 2012.

# **Upcoming Activities:**

None are scheduled at this time.

### Time Frame/Target Date for Completion:

An adopted action plan would be effective immediately.

### **Relevant Past Board Actions:**

The Parks Board discussed adopting a FY 2012 action plan at its June 22 and June 23, 2011 Board meetings.