

My name is Eric Mart. I am one of the co-founders and the current President of the California Land Management Services Corporation (CLM). CLM was founded in 1981 in the aftermath of the funding crisis in local government precipitated by the passage of Proposition 13. The company's mission was – and is – to provide high quality management and operational services in public parks, open space areas, campgrounds, marinas, and other outdoor recreation facilities. Our first operational contract was begun with the City of Mountain View, California in 1982.

Since that time – we have provided services for a wide variety of public and private entities including: Cities of Palo Alto, Menlo Park, San Mateo, Cupertino, Sunnyvale, and Milpitas, the County of Inyo, the Sempervirens Fund, the Peninsula Open Space Trust, Pacific Gas and Electric Company, and the Hewlett Packard Company. We have also worked with nine different National Forests in California as well as Washington State Parks, and the US Army Corps of Engineers and California State Parks.

Our experience with California State Parks all occurred during the Wilson administration – another era of poor financial conditions for State Parks. Over about a ten year period – we operated Moss Landing State Beach, Limekiln State Park, and Turlock Lake and Caswell State Parks. All of these were successful operations.

The type of services our company provides is always based on the needs of the client agency and is controlled by the terms of our contract. Our employees in some areas actually work within the structure of the contracting agency – supplementing their needs and filling in where they cannot fully perform. At the other end of the spectrum – we provide everything from overall management to all operational and maintenance details. In all cases – what we do is governed by the contract.

This type of operation is not unique. There are many other companies performing this kind of service. All of the contracts CLM has had were won through a very competitive process. At present – there are literally hundreds of outdoor recreation facilities – at all levels of government - being successfully operated by private companies in California. This concept is nothing new.

Among the most successful models is the United State Forest Service's campground concession program – a program which recently had its 35<sup>th</sup> anniversary. Under the Forest Service model – the private operator operates the facilities as a business with all of the risks and potential rewards inherent in any such enterprise. However - the private operator must conform to the constraints of the contract with the agency and meet all of the agency's goals and standards in operating their business. The extent of some of these contracts is all encompassing with the private operators taking responsibility for all facets of the program - from drinking water and sewer system operations to the maintenance of the capital infrastructure. It is a model well worth exploring.

Private companies have proven themselves over and over as effective managers and operators of facilities such as those found in California State Parks. This model of utilizing a private, for profit operator to manage public outdoor recreation facilities has been in existence in California for a long time. It has proven to be a highly successful, cost effective alternative in managing public parks.