



FRIENDS OF SANTA CRUZ STATE PARKS OPERATIONS REPORT

July 1, 2021 — June 30, 2022



Friends of Santa Cruz State Parks (Friends) is a vital partner with California State Parks (CSP), creatively working to ensure our cherished local parks and beaches are thriving and available to all. Friends' innovative and collaborative community partnership provides support and investment for education, equity and inclusion, conservation, facilities improvements, historic preservation and cultural events. This is the second year of our Operating Agreement (Agreement) with CSP for Co-Management of the Santa Cruz District State Parks.

Exhibit A attached hereto is a list of all park units supported by Friends under the Agreement, the types of fees collected at each unit and the category of services which Friends provides at the unit. The park units which show revenue collections have entrance stations staffed by Friends' Senior Visitor Service Aides (SVSAs) and Visitor Service Aides (VSAs). This document also defines the fee splits between Friends and CSP in the various fee types.

This Operations Report is submitted as required for the period of July 1, 2021, through June 30, 2022, based on the intentions set in the 2021-2022 Operations Plan. We continue to navigate the impacts of Covid 19, the 2020 CZU fire, drought, and to respond to changing economic conditions. Despite these challenges, Staff and the Friends board, working closely with Santa Cruz District (District) staff, have optimized our impact as we planned to do.

Using health and safety as our overarching value, we optimized our impact by building capacity, streamlining and improving operations, building programs, increasing participation and building connections, and moving projects forward. We aligned with goals from the "Big Questions" areas of emphasis from Friends Real-Time Strategic Plan, made in collaboration with Parks partners.

Roles and Responsibilities

With approval from the District Superintendent, Friends agrees to undertake the following responsibilities in carrying out the objectives of this Agreement:

OVER-ARCHING ROLES AND RESPONSIBILITIES:

- 1. Provided visitor services, facilitated public access to park resources, improved park facilities, support and provided interpretive and educational services, provided protection of and stewardship of natural, cultural and historical lands and resources.**
- 2. Assisted with the care, maintenance, operation, administration, restoration, improvement and development of parks.**

SPECIFIC ROLES:

- 3. Worked with the District staff to plan, design, and implement innovative projects, programs and initiatives for Unit Parks.**
 - CASTLE ROCK ENTRANCE STATION:** Friends continued to operate the Robert C. Kirkland entrance station at Castle Rock State Park under the Lease Agreement between the Sempervirens Fund and CSP with Friends as Co-Manager. Revenues were impacted by both COVID-related closures of the campground, and closures due to the CZU fire.

» **Friends funded:**

1. CSP staff positions, including:
 - Park maintenance positions
 - State park interpreter
2. Friends staff positions, including:
 - Visitor Service Aides (VSAs)
 - Senior Visitor Service Aide (SVSAs)
3. Supplies, including:
 - Educational & interpretive supplies
 - Operational equipment

Castle Rock was a field trip site for the Kids2Parks program benefiting Title 1 Schools (See below).

4. Administrative costs directly attributed to the unit, including:
 - Administrative personnel
 - Bank charges
 - Payroll processing
 - Benefits administration
 - Office supplies and equipment
 - Technology and utilities
 - Marketing and outreach

» **Fees related to Castle Rock:** Per Exhibit A of the agreement, Friends retained the following fees for support of the park:

1. Day Use - 100%
2. Special Events - 100%
3. Regular Camping - 80%
4. Park Passes - 25%
5. Reserved Camping - 15%

- **KIDS2PARKS:** The Kids2Parks (K2P) is an innovative park equity program to bring students from Title 1 schools on state park field trips. The program was created as a collaboration between CSP and Friends. The Kids2Parks Committee, made up of representatives of Friends staff and board members and CSP staff met as needed throughout the year to manage and monitor the program. Field trips throughout the 2021-2022 school year were offered on-line, and in-person. We served 2,146 students and provided additional resources to the PORTS virtual education programs.

» **Friends funded:**

- State Park interpretive staff to provide the program
- Interpretive supplies
- Marketing and collateral

» **Friends provided:**

- Friends staff to help coordinate the program
- Community fundraising assistance to support the program
- Website for field trip applications, adding a new feature significantly increasing accessibility for schools

- **COMMEMORATIVE PICNIC TABLE PROGRAM:** Friends administered our Tribute Table Program throughout the District. The program is a collaborative project between Friends and State Parks which allows individuals, for a \$2,500 donation, to honor a loved one or celebrate a milestone with the lasting gift of a high-quality, redwood picnic table placed in a local state park. The tables are engraved with an inscription chosen by the donor and provide a place of respite to park lovers and enhance the scenic beauty of our local parks and beaches. State Parks staff approve the inscriptions and set the tables in place once they're delivered from the manufacturer. In addition to administering all other aspects of the program, Friends manages a maintenance fund.
This program grew in popularity and outpaced our production provider's ability to keep up. We completed approximately 16 tables before pausing as we sought a new production partner.
- **CALIFORNIA STATE PARK BACKPACKING ADVENTURES (CASPBA):** The CASPBA program continued to be impacted by Covid but it is anticipated to relaunch later in 2022.
- **SERVICE IMPROVEMENTS:** Friends staff continued to refine and enhance service improvements including consolidated administrative functions, made new and improved policies and procedures, increased support in all areas through staff reorganization and ongoing training.

4. Worked with District to identify and prioritize projects and provided financial and other resources to complete those projects.

- Prospective projects and programs are identified through a wide variety of sources, including:
 - » Members of the public
 - » CSP staff
 - » Friends board members and staff
 - » The ongoing work of Friends park advisory committees; and
 - » Existing and evolving inventories of projects such as the Parks Infrastructure Database (PID)
- Vetting and prioritization of projects is a collaborative process between CSP and Friends through Friends board and committees, where inclusion of CSP personnel is ensured on the:
 - » Board of Directors (ex officio member)
 - » Finance Committee
 - » Sustainable Unified Revenue Funding (SURF) Committee
 - » Castro Adobe SHP Advisory Committee
- Specific internal improvements we implemented include:
 - » Sought ways to cut operating expenses and looked for ways to enhance revenue.
 - » Implemented Covid 19 Vaccination and Testing policies, clear operational procedures, following best practices in the field, offices, Friends' properties and while conducting meetings and participating in events.
 - » Promoted senior staff and provided more leadership opportunities, sought strategies to improve retention and recruit a diverse pool of candidates
 - » Created a comprehensive administrative calendar, updated manuals, revised forms and streamlined reports
 - » Increased use of online payments, tracking, sign-ups, and communications, especially for field staff
 - » Secured a property tax exemption, increased donations, maximized the use of the NEON database
 - » Created resources, such as online business tools and new systems

- » Utilized Marketing to increase revenue, became a source of engaging information, recruited strong candidates, created appealing collateral
- » Continued to utilize committees, boards and working groups to respond to issues and opportunities as they arose.
- Decisions were made in a collaborative process, working through consultation between the Friends and CSP senior staff, to the SURF Committee, to the Finance Committee and lastly to final adoption by the Board of Directors. Discussions regarding process improvements are ongoing and include senior State Park staff.
- Finally, Friends and CSP continued to work together to provide financial and other resources through:
 - » Maximizing fee collection.
 - » Implementing the Reservation Dynamics system throughout the district, and providing supplemental equipment to ensure smooth processes.
 - » Pursuit of public and private grant funding.
 - » Organizing public events, which raise funds for the parks.
 - » Sales in Friends' ParkStore Online and the brick-and-mortar ParkStores at Natural Bridges, Santa Cruz Mission, Wilder Ranch, New Brighton, and Seacliff.
 - » Community financial support through Friends memberships, business sponsors, planned giving and in-kind support.
 - » Community support in 2021-22 included:
 - \$5,085 from the CARS Donate Your Vehicle Program
 - Percentage of sales from Wild Roots Market in Felton and Boulder Creek
 - Kitayama Brothers Gerbera-N-Go Festival
 - Among many other contributions

5. Planned, designed, constructed, staffed, improved and managed facilities to enhance community use, enjoyment and understanding of the parks, including but not limited to exhibit areas, visitor centers, educational and meeting facilities and adaptive reuse of historic structures for visitor programs and services.

- **CASTRO ADOBE STATE HISTORIC PARK:**
 - » Project managed and funded adobe restoration project
 - » Conserved and restored painted baseboard and chair rail
 - » Installed new roof with Prop 68 funds
 - » Sought procurement of historic furnishings, in coordination with Statewide Museum Collections Center and crowdsourcing with the public
 - » Made significant progress on the interpretive planning process
 - » ADA review of the grounds and planned trails
 - » Recruited for the Kimbro Archives Governing Board
 - » Accepted the Branciforte collection of artifacts from the Santa Cruz Museum of Natural History
 - » Provided regular gardening volunteers
 - » Managed and improved adjacent facilities at the Kimbro House and McClune Properties for park purposes

6. Collaborate on strategic planning, marketing and revenue development planning.

- Ensured continued CSP participation in Friends' Real-time Strategic Planning related to identified "Big Questions" and ongoing Working Groups.

- Provided marketing assistance as outlined in #7 below.
 - Revenue development planning:
 - » Worked closely with state parks staff to explore and maximize revenue generation opportunities, such as installation of Automatic Payment Machines
- 7. Assist District with marketing and outreach efforts.**
- In concert with a professional marketing firm, Friends provided marketing services in support of our local state parks, including public outreach activities such as, but not limited to: messaging and strategy; development of collateral materials; advertising; media relations; website development and maintenance; publishing; email communication; social media; and community event support.
 - With the State Parks Tribal Liaison, we began to incorporate land acknowledgments on our website and public materials.
- 8. Supported District special events through planning, funding and staff assistance.**
- Supported the Castro Adobe Open House events and other State Park events, as requested.
- 9. Provided community outreach services to engage current and potential park users with the goal of expanding the use of the State Park system by people of all ages, backgrounds and abilities.**
- Friends staff:
 - » Undertook outreach activities at public events to engage with community members to:
 - Promote visitation to state parks: Co-hosted a table with state parks staff at the Friday Farmer’s Market in Watsonville
 - Consider careers with Friends and CSP and to apply for available jobs: Tabled at several career outreach events around the county
 - Participate in activities to encourage young people to visit state parks through Kids2Parks, special field trips, community events and other programs: Supported County Parks Friends’ Youth Outdoor Leader Program, Participated in the Youth Action Network Event
 - Recruit docents and other volunteers
 - » Administered the Beach Wheelchair Program, funded by the Coastal Conservancy, improved the processes and procedures and supported the annual Shared Adventures’ Day on the Bay event.
 - » Promoted free passes to State Parks such as, California State Parks Adventure Pass, Golden Bear CalWorks pass, in collaboration with local libraries.
 - » Planned for an Equity Fellowship program in collaboration with State Parks, Mountain Parks Foundation and Portola and Castle Rock Foundation to diversify Friends and Parks staff and provide more opportunities for Title 1 field trip programs and visitor experiences.
 - » Collaborated on the California State Parks Nonprofit Partnership Study with State Parks, Parks California, California State Parks Foundation, and California League of Park Associations. Friends was featured, building a broader understanding of the status, needs and impact of nonprofits supporting state parks across California.
- 10. Engaged in environmental and historic restoration projects, conservation and related programs.**
- Friends continued to engage in environmental and historic restoration projects and conservation, such as:

- » Castro Adobe:
 - The project was under the supervision of CSP staff, with daily management and collaboration by the Friends Historic Preservation Project Manager. See section 5.1 for 2021-22 activities.
 - Friends continued to fund and manage small projects on the Castro Adobe property such as minor maintenance, pest control, tree-trimming, orchard care and garden improvements. In addition, Friends cares for the jointly-held water well and funds annual road maintenance fees, fire district fees and the park's porta-potty and handwashing station.
- » Kimbro & McClune Properties
 - Friends continued to fund and manage operation and development of the Friends-owned properties adjacent to the Castro Adobe for state park purposes. Parking for the park is provided on the Kimbro property. Work continued to maintain the well and septic systems as well as, conserve habitat lands and gardens.
 - Finalized and communicated the disaster response plan to Friends and State Parks staff and volunteers.
 - Initiated a Kimbro Property Safety and Stewardship project for ongoing maintenance, restoration and care for the land. Launched the first phase of Urgent Fire Safety. Extensive tree work was contracted to secure defensible space around the property. Parks flagged a trail to restore a path through the habitat to the creek.
 - Investigated the historical status and hazardous materials of the McClune house. It was deemed non-historic and a hazard, containing lead and asbestos. It was also noted to be in the way of a future ADA path.
- » Big Basin & Fire Recovery
 - The 2020 CZU fire devastated Big Basin, as well as other local parks, and Friends continued to participate in the Big Basin meetings to support long-term recovery and plans for the future.
 - Friends prepared to operate an online reservation system to allow for limited public access to the state park.
 - Utilized the Friends Fire Fund to save 15 old-growth redwoods, continue fire clean-up, clear trails and upgrade buildings.
 - Prepared to re-engage staff for the visitor kiosk and interpretation, provided staff support services.
 - Coordinated with Mountain Parks Foundation to organize a Volunteer Work Day, with 33 volunteers milling split rails, installing fencing and cleaning up in preparation for opening day. Friends supported Basic Chainsaw Training for the Big Basin Volunteer Trail Crew.
 - Promoted clear communications and provided collateral to encourage visitation.
- » Wilder Ranch
 - Provided support to repair and replace the Horse barn doors. Reclaimed lumber from Big Basin was used by skilled state park workers that were funded by Friends.
- » Santa Cruz Mission
 - Received the Dolkas-Mertz grant in collaboration with Parks to build a Virtual Mission Bell Exhibit kiosk.
- » ADA and Prop 68
 - Supported the San Mateo County restroom replacements
 - Supported the Venice Beach restroom and parking project

- » Other projects as requested
 - Relunched the deferred Headquarters Power Equipment Shed project
 - Provided funds to upgrade the firewood shed at Sunset State Beach campground
 - Paid for and installed a new window at the Castle Rock State Park kiosk

11. Operated Park Units in a manner that protects their natural, historic, and cultural resources.

- In all activities and at all times, Friends continued to strive to protect the natural, historic, and cultural resources of all district parks.

12. Conducted scientific, architectural, and engineering functions that require special expertise or professional training by or under the supervision of qualified persons with applicable expertise or training and subject to oversight of the Department.

- For new and ongoing projects, Friends engaged professionals as needed such as: engineers, architects, historians, environmental scientists, interpretive planners and others.

13. Provided skills and expertise which are uniquely available to Friends to enhance and improve the Park Units.

- In order to carry out the responsibilities of this agreement, Friends:
 - » Employed necessary positions who supported education, equity and inclusion, conservation, facilities improvements, historic preservation and cultural events:
 - Executive Director,
 - Operations Director, Field Operations Director, Human Resources Assistant
 - Finance Director, Accounting Assistant,
 - Sales Director, Retail Sales Assistant
 - Historic Preservation Project Director, Project Coordinator, Property Manager
 - Program and Philanthropy Director, Outreach Coordinator
 - IT Director
 - Administrative Director, Senior Administrative Assistant
 - » Funded 94 field staff who supported park operations
 - » Provide volunteers, including:
 - Friends Board of Directors
 - Committee members
 - Event volunteers
 - Garden volunteers
 - » Engaged consultants such as marketing consultants and other professionals as listed in #12 above.

14. Funded Park Unit Department staff positions across all program areas.

- Friends funded the following CSP staff positions:
 - » 33 State Park interpreters who provided educational programs at local parks and beaches
 - » 2 State Park maintenance positions at Castle Rock

15. Funded supplies, services, projects and programs.

- Friends funded the following:
 - » Supplies:
 - Kiosk operations: computers, safes, blinds, refrigerators, microwaves, chairs, uniforms
 - Office equipment: laptops, internet, phone lines, cell phones, copiers for Visitor Service

- and interpretive locations
- Radios
- Wilderness patrol supplies
- Office supplies
- General supplies to the District as requested
- Lumber and other materials
- Interpretive program supplies such as candle wax, art supplies, corn masa and propane
- Farm Animal Program supplies at Wilder Ranch, such as animal feed and veterinary supplies
- Gardening supplies
- » Services
 - Portable toilets and wash station rentals
 - Security system installations, upgrades and monitoring
 - Farm Animal Program services, including veterinary care
 - Maintenance of the aquariums at the Seacliff Visitor Center
 - North coast beaches dumpster service
 - Taxidermy of specimens for public education
- » Projects
 - Facilities improvements: upgrades to kiosks, repairs and maintenance, including window maintenance
 - Small projects (under \$5,000)
 - Park and interpretive signage
 - Campground maintenance and repairs
 - Interpretive displays
 - Trail enhancements and repairs
- » Programs
 - Friends organized the annual Feed-the-Force event to appreciate State Parks and other allied agencies that protect our local parks and beaches on the 4th of July.
 - Annual Volunteer Celebration thanking the hundreds of individuals who volunteer in the District, in partnership with Mountain Parks Foundation and Coastside State Parks Association
 - Training for Interpreters and District Staff
 - Hospitality program for District events and trainings

16. Contributed in-kind services and funds raised from outside entities for the care and maintenance, operation, administration, improvement, or development of the unit.

- Friends worked to raise funds and solicit in-kind contributions for ongoing and special projects and programs from individuals, organizations, businesses, grantors, governmental agencies and others. In addition, Friends applies proceeds from the sale of merchandise in the ParkStores to these purposes.

17. Provided and managed staff, including Friends' Visitor Service Aides and Senior Visitor Service Aides who collect fees and assist with park operations.

- Hours of Park Operations throughout the District are set by CSP.
- Friends provided 82 Visitor Service Aide (VSA) staff for each park unit at levels determined by operational need as defined by District staff, which fluctuates with the seasons.
- Friends provided 12 full-time, benefitted, Senior Visitor Service Aides (SVSAs), who worked closely

with staff at the various parks to act as leads for the Visitor Service Aides and provide a higher level of support for the visitor services program.

18. Acquired and managed property for the benefit of State Parks.

- Friends:
 - » Managed and improved facilities at the Friends-owned Kimbro and McClune properties, which are adjacent to the Castro Adobe State Historic Park, for State Park purposes.
 - » Co-Managed the Castle Rock Kirkwood Entrance Station in collaboration with CSP and Sempervirens Fund.
 - » In consultation with District Staff, explored additional opportunities as they arose to acquire and manage property for the benefit of State Parks.

19. Accepted and administered funds obtained from governmental and non-governmental entities and expended them in accordance with State Park goals and objectives; Friends deposited and accounted for these funds separate from Revenues and Fees collected for use of the Park Units.

- Friends has a fund-based accounting system in place to manage all funding sources.
- Ongoing revenue and expenditures are regularly monitored by the SURF Committee, Finance Committee and Friends Board.
- Friends is audited annually by a professional firm under the auspices of the Friends Audit Committee, with final acceptance of the audit by the Friends Board.

20. Collected all Fees, set forth in Exhibit A, which included, but is not limited to, Day Use Fees, Annual Day Use Fees, Senior Day Use Discount, Walk-up Interpretive Tours, Regular Camping, Senior Camping, Reserved Camping, Extra Vehicle Camping Fees, and Shower Fees. In addition, Friends was authorized to sell the “California Explorer,” “Golden Poppy,” “Oversized Vehicle Pass,” and “Historian Passport,” at all applicable Park Units, at Friends’ office location, and online at www.thatsmypark.org, according to the schedule in Exhibit A.

- Friends collected all fees as set forth in Exhibit A and outlined above.
- All park fees are set by CSP. This model continued throughout the term of the Agreement.
- Friends visitor services staff collected all fees in accordance with policies and procedures as determined by CSP.

EXHIBIT A

CO-MANAGEMENT AGREEMENT

Park Unit	Fee Collection Split*	Prospective Programs & Projects**
Año Nuevo SP	Standard: 80% Friends, 20% Department Walk-up Tours: 80% Friends, 20% Department	Project Stewardship and Support, Interpretive Programs, Ecological Restoration, Trails, Historic Restoration
Bean Hollow SB		Project Stewardship and Support, Trails, Ecological Restoration, Restroom Upgrades
Big Basin Redwoods SP	Standard: 80% Friends, 20% Department Regular: 80% Friends, 20% Department Reserved: 20% Friends, 80% Department Shower: 80% Friends, 20% Department	Project Stewardship and Support, Interpretive Programs, Trails & Bridges
Burleigh Murray Ranch SP		Project Stewardship and Support, Interpretive Programs, Historic Restoration
Butano SP	Standard: 80% Friends, 20% Department Regular: 80% Friends, 20% Department Reserved: 20% Friends, 80% Department Shower: 80% Friends, 20% Department	Project Stewardship and Support, Interpretive Programs, Ecological Restoration
Castle Rock SP	Standard: 100% Friends Regular: 80% Friends, 20% Department Reserved: 20% Friends, 80% Department	Project Stewardship and Support, Interpretive Programs
Castro Adobe SHP		Project Stewardship and Support, Interpretive Programs, Historic Restoration
Coast Dairies SP		Project Stewardship and Support, Interpretive Programs, Ecological Restoration
Half Moon Bay SB	Standard: 80% Friends, 20% Department Regular: 80% Friends, 20% Department Reserved: 20% Friends, 80% Department Shower: 80% Friends, 20% Department	Project Stewardship and Support, Interpretive Programs, Ecological Restoration
Henry Cowell Redwoods SP	Standard: 80% Friends, 20% Department Regular: 80% Friends, 20% Department Reserved: 20% Friends, 80% Department Shower: 80% Friends, 20% Department	Project Stewardship and Support, Interpretive Programs, Ecological Restoration, Trails
Lighthouse Field SB		Project Stewardship and Support, Interpretive Programs, Ecological Restoration
Manresa SB	Standard: 80% Friends, 20% Department Regular: 80% Friends, 20% Department Reserved: 20% Friends, 80% Department Shower: 80% Friends, 20% Department	Project Stewardship and Support, Interpretive Programs
Montara SB		Project Stewardship and Support, Ecological Restoration, Trails
Natural Bridges SB	Standard: 80% Friends, 20% Department	Project Stewardship and Support, Interpretive Programs, Ecological Restoration
New Brighton SB	Standard: 80% Friends, 20% Department Regular: 80% Friends, 20% Department Reserved: 20% Friends, 80% Department Shower: 80% Friends, 20% Department	Project Stewardship and Support, Interpretive Programs, Ecological Restoration, Trails
Pescadero SB	Standard: 80% Friends, 20% Department	Project Stewardship and Support, Interpretive Programs
Pigeon Point Light Station SHP		Project Stewardship and Support, Interpretive Programs, Historic Restoration

Park Unit	Fee Collection Split*	Prospective Programs & Projects**
Pomponio SB	Standard: 80% Friends, 20% Department	Project Stewardship and Support, Ecological Restoration, Trails
Portola Redwoods SP	Standard: 80% Friends, 20% Department Regular: 80% Friends, 20% Department Reserved: 20% Friends, 80% Department Shower: 80% Friends, 20% Department	Project Stewardship and Support, Interpretive Programs, Ecological Restoration
San Bruno Mountain		Project Stewardship and Support, Interpretive Programs, Ecological Restoration
San Gregorio SB	Standard: 80% Friends, 20% Department	Project Stewardship and Support, Interpretive Programs
Santa Cruz Mission SHP		Project Stewardship and Support, Interpretive Programs, Historic Restoration
Seacliff SB	Standard: 80% Friends, 20% Department Regular: 80% Friends, 20% Department Reserved: 20% Friends, 80% Department Shower: 80% Friends, 20% Department	Project Stewardship and Support, Interpretive Programs, Restoration
Sunset SB	Standard: 80% Friends, 20% Department Regular: 80% Friends, 20% Department Reserved: 20% Friends, 80% Department Shower: 80% Friends, 20% Department	Project Stewardship and Support, Interpretive Programs
The Forest of Nisene Marks SP	Standard: 80% Friends, 20% Department Regular: 80% Friends, 20% Department Reserved: 20% Friends, 80% Department	Project Stewardship and Support, Interpretive Programs
Twin Lakes SB		Project Stewardship and Support, Ecological Restoration, Trails
Wilder Ranch SP	Standard: 80% Friends, 20% Department	Project Stewardship and Support, Interpretive Programs, Ecological Restoration, Trails, Historic Restoration
*Fee Collection Split Key: "Standard" refers to day use fees, walk-up tour fees, senior day use discount fees and bus fees, "Shower" refers to shower fees, "Reserved" refers to fees from reserved camping and any additional reserved fees, and "Regular" refers to regular camping fees, senior camping fees, and extra vehicle camping fees		
**Prospective Programs & Projects may include any item outlined under 4.) Duties of Friends, A.) Roles & Responsibilities, items 1 - 18.		
All Park Unit standard day use fee collection splits shall be Twenty Percent (20%) to the Department and Eighty Percent (80%) to Friends, which represents the cost to operate the fee collection service. In Park Units where there are opportunities and the operational need for Friends to fully fund operational positions and to create innovative pilot projects for park operations, such as at Castle Rock State Park, up to One Hundred Percent (100%) of the fees collected in that Park Unit may be paid to Friends to fund such positions and operations at the discretion of the District Superintendent.		