

Friends of Santa Cruz State Parks

Operations Report for Parks in the Santa Cruz District

September 1, 2019, through June 30, 2020

Including Financial Information for the July 1, 2019, through June 30, 2020, Fiscal Year

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. We are proud to have entered into an Operating Agreement (Agreement) with CSP for Co-Management of the Santa Cruz District State Parks.

This report is submitted as required for the period of September 1, 2019, through June 30, 2020. The report includes financial information for the entire 2019-2020 fiscal year for ease of reporting and to present the full picture of the financial support provided to State Parks during the fiscal year.

The operations plan for the year was created as a snapshot of our intentions. Since Friends' successful collaboration with CSP has been based in part on our willingness and ability to respond nimbly to changing conditions, the plan was designed to be adaptable in the face of our partner's changing needs and requests for assistance with unforeseen and unbudgeted items. As the year unfolded, we came to appreciate the wisdom of that approach.

The first nine months of the year ran according to the 2019-2020 fiscal year budget, as developed in conjunction with Santa Cruz District (District) staff, and which included direct funding requests made by them for projects and programs throughout the District. In March of 2020, our plan was greatly modified as we, along with State Parks, moved to survival mode during the COVID-19 pandemic. A Shelter-in-Place order was issued in our area effective March 18th. Park entrance stations and kiosks were closed throughout the District, resulting in a near complete loss of revenue. The process of restoring public access to parking areas began in a very limited way in mid-May. The impacts of the various shelter-in-place orders on revenue continued through the end of the fiscal year. Expenses were cut wherever possible, but the organization saw the value of retaining our staff throughout the crisis. This enabled us to provide roving staff to explain ever-changing safety rules and restrictions to park visitors, serving to protect the parks during the closure period, and allowed us to resume operations as soon as we were allowed to do so. This proved to be another wise decision, as we responded nimbly to changing conditions.

One significant change was made to the plan. In prior years, we prepaid all salary expenses to State Parks, basing our payment on the amounts budgeted for the following quarter. Due to operational challenges during COVID-19, Friends and State Parks changed our payment model to a system of quarterly invoices reflecting the charges for wages actually incurred by State Parks for the agreed upon positions. Implementation of the new system has taken some effort and Friends has continued to accrue wages at the agreed upon rates, pending receipt of invoices from State Parks.

Additionally, some budgeted spending was reduced in the fourth quarter because of closures and program limitations due to COVID-19.

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' field staff, including Visitor Service Aides (VSAs) and Senior Visitor Service Aides (SVSAs). This document also defines the fee splits between Friends and CSP in the various fee types and is provided for reference in understanding the services that we provide to our operating partner as outlined in the Co-Management Agreement (Agreement).

This Operations Report follows the Operations Plan prepared for the year, which in turn is formatted to conform to Friends' Roles and Responsibilities as laid out in Paragraph 1.A.1-20 of the Agreement. Sections 1.A.1 and 1.A.2 list Friends' over-arching role, while paragraphs 1.A.3-20 go more into specifics.

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) **Provide visitor services, facilitate public access to park resources, improve park facilities, support and provide interpretive and educational services, provide protection of and stewardship of natural, cultural and historical lands and resources;**
- 2) **Assist with the care, maintenance, operation, administration, restoration, improvement and development of parks;**

Specific roles:

- 3) **Work with the District staff to plan, design, and implement innovative projects, programs and initiatives for Unit Parks.**
 1. Castle Rock entrance station - The new Robert C. Kirkland entrance station at Castle Rock State Park is operated under a Lease Agreement between the Sempervirens Fund and CSP with Friends as Co-Manager, in an innovative pilot project for park operations. Operation of Castle Rock is a whole new way of doing business for Friends and for CSP, with all revenue and expenses for the park entrance station accounted for directly in the Friends budget.

Friends will fund:

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

- Start-up costs for the new operation
- d. Kids2Parks program, including:
 - Transportation
 - One reusable water bottle per student
 - One free day use park pass per student
- e. Marketing for the new entrance, including:
 - Signage
 - Paid, owned and earned media
 - Social media
- f. Administrative costs directly attributed to the unit, including:
 - Administrative personnel
 - Bank charges
 - Payroll processing
 - Benefits administration
 - Office supplies and equipment
 - Technology and utilities; and
- g. Any other costs which are determined to be necessary for the efficient functioning of the park.

Fees related to Castle Rock:

Per Exhibit A of the agreement, Friends will retain the following fees for support of the park:

- a. Day Use - 100%
- b. Special Events - 100%
- c. Regular Camping - 80%
- d. Park Passes - 25%
- e. Reserved Camping - 15%

2019-2020 Implementation/Results:

The start-up expenses for the new entrance station, including equipment and supplies were incurred as planned. Marketing for the opening of the new park entrance and signage went as planned.

Moving into the fourth quarter, some portions of the Castle Rock operation were limited by Shelter-In-Place restrictions. State positions transitioned from pre-paid to invoiced in the fourth quarter. Revenue losses were partially offset by lower expenses as programs were cancelled due to the pandemic.

2. 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 will meet as needed throughout the year to manage and monitor the program. During the 2019/20 school year, K2P is slated to serve approximately 4,230 students in 141 classes.

Friends will fund:

- State Park interpretive staff to provide the program
- Interpretive supplies

- Transportation
- One reusable water bottle per student
- One free day use park pass per student
- Marketing and collateral

Friends will provide:

- Friends staff to help coordinate the program
- Community fundraising assistance to support the program
- Website for field trip applications

2019-2020 Implementation/Results:

Fall field trips were held as scheduled and budgeted. Staff was provided as budgeted. The sign-ups for the spring programs were processed, but in the spring, some portions of the K2P program were limited by Shelter-In-Place restrictions. The field trip program pivoted to be completely online and was as popular as ever with teachers and students. The transportation costs, water bottles and day use passes have been put on hold until in-person field trips are allowed to resume.

3. Commemorative Picnic Table Program – Friends will administer the Commemorative Picnic 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.

2019-2020 Implementation/Results:

During the 2019/2020 fiscal year, this project was refined to provide greater functionality and ease of use for the public. Six tables went through the process and the initiative continues to be very successful.

4. Refuse Reduction Group – The Refuse Reduction Group is a local project of CSP. Its goals are to educate visitors about ways to reduce their waste while visiting state parks and beaches, and to develop a more comprehensive, proactive approach to dealing with garbage. The group includes staff from State Parks Natural and Cultural Resources, Interpretation, and Special Events, and staff from Friends. Friends is involved in the planning and implementation of initiatives, as well as providing technical support, marketing and resources as requested.

2019-2020 Implementation/Results:

Friends worked with CSP as planned through March of 2019, helping to develop various social media strategies and promoting clean up days. This project has been on hold during the pandemic.

5. California State Park Backpacking Adventures (CASPBA) – The CASPBA program offers naturalist-led single- and multi-night backpacking trips to the public, with routes from the heart of the Santa Cruz Mountains to the Pacific Ocean. CASPBA is underwritten by multiple nonprofit partners. Friends will fund trip guide positions and wilderness first-responder training and assist with multi-level marketing and paid advertising to fill available trip slots.

2019-2020 Implementation/Results:

CASPBA was very successful during the summer and fall of 2019. All spots in the program were filled. We were contemplating expansion of the program to make it more accessible in the spring of 2020. Those plans were put on hold when the pandemic resulted in the closure of the trail camp network.

6. Service Improvements – Friends staff will continue working with CSP to design and implement service improvements to enhance the visitor experience through efficient and streamlined operations. Examples of such projects include on-line timecards, trail camp reservation software upgrades, and staff scheduling modules.

2019-2020 Implementation/Results:

Service improvements have continued throughout the year, with many systems being upgraded and improved.

7. Heritage Tourism Initiative – The Heritage Tourism Initiative is a project of Visit Santa Cruz County (VSCC), the local visitor’s council. The initiative was proposed by Friends staff and adopted by VSCC in 2018, with ongoing staff support from CSP. Heritage Tourism has been defined locally as “Traveling to Santa Cruz County to experience natural and built environments, artifacts, and activities that authentically represent diverse peoples, cultures and stories from our local past and present.”

Friends will continue to help lead the VSCC initiative, working with local historians, history enthusiasts and volunteers to expand Heritage Tourism for the benefit of our local state parks.

2019-2020 Implementation/Results:

Friends has continued their work with VSCC throughout the year, although these programs were also shuttered during the Shelter-in-Place.

- 4) **Work with District to identify and prioritize projects and provide 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
- All Park Advisory Committees, including the Forest of Nisene Marks State Park, Santa Cruz Mission State Historic Park (SHP), Castro Adobe SHP

In addition, creation of the annual Friends budget is a collaborative process, working its way from 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 taking place as an outgrowth of the Friends' Real-time Strategic Plan through ongoing meetings of the Project Prioritization Working Group, which includes senior State Park staff.

Finally, Friends and CSP will continue to work together to provide financial and other resources to complete those projects through:

- Maximizing fee collection
- Implementing the new Reservation Dynamics system throughout the district
- Pursuit of public and private grant funding, including Proposition 68
- Organizing public events, which raise funds for the parks
- Sales in Friends' ParkStore Online and in ParkStores in the park visitor centers at Wilder Ranch, Natural Bridges, Santa Cruz Mission, New Brighton and Seacliff
- Community financial support through Friends memberships, business sponsors, planned giving and in-kind support

2019-2020 Implementation/Results:

As planned, Friends and CSP have continued to work closely together in the development of our annual budget and planning for projects throughout the year. As a result of work of the Project Prioritization Working Group, in July 2019, Friends applied for \$4.6M worth of Proposition 68 funding on behalf of the Santa Cruz District. Later in the fiscal year, formal work on project prioritization has slowed while we focused our attention on minimizing the impacts of the pandemic and responding to changing conditions and supporting our partner.

5) Plan, design, construct, staff, improve and manage 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;

1. Castro Adobe State Historic Park:
 - Project manage and fund adobe restoration project

- Collaborate with State Parks and interpretive planning firm on interpretive planning
 - Provide regular gardening volunteers
 - Manage and improve adjacent facilities at the Kimbro House and McClune Properties for park purposes
2. Santa Cruz Mission State Historic Park:
 - Complete replacement of stolen Mission artifacts
 - Plan for replacement of flooring for ease of public access
 3. Pigeon Point Light Station:
 - Fog signal building rehabilitation
 4. Other projects as identified.

2019-2020 Implementation/Results:

Castro Adobe restoration work included the design and partial installation of the fire suppression system, including the water storage tank, repair and whitewash of all walls, completion of the upstairs ceiling, alarm system and electrical system installation.

The Castro Adobe interpretive planning process moved forward with the design of floor plans and exhibit drawings, creation of the interpretive text and development of innovative exhibit concepts.

Friends' Historic Preservation Project Manger continued to work closely with State Parks staff and various consultants and contractors during the year.

Friends' dedicated group of garden volunteers kept the various gardens at the Castro Adobe blooming and lush, even through the shelter in place.

At the Santa Cruz Mission State Historic Park, the stolen artifacts were replaced, and the alarm upgrade completed so that the artifacts could be put back on display. Plans for flooring upgrades have been put on hold during the pandemic.

The Pigeon Point Fog Signal building rehabilitation has been completed.

The kiosk at Natural Bridges State Beach was completely replaced, including related asphalt work and interior fittings.

6) Collaborate on strategic planning, marketing and revenue development planning;

1. Ensure continued CSP participation in Friends' Real-time Strategic Planning related to identified "Big Questions" and ongoing Working Groups.
2. Provide marketing assistance as outlined in #7 below.
3. Revenue development planning:

- Work to maximize revenue at the Castle Rock entrance station and through implementation of the Reservation Dynamics system rollout
- Work toward additional paid parking opportunities at Venice Beach

2019-2020 Implementation/Results:

Friends operations staff has worked closely with State Parks staff to maximize revenue opportunities. When State Parks were closed during the pandemic, Friends made the decision to keep our staff in place so that we would be able to respond quickly when access was restored. We were able to staff kiosks again on two days' notice from the park's headquarters.

Friends staff worked with District staff to apply for a Proposition 68 grant to increase parking opportunities at Venice Beach.

Friends assisted with media strategy for the Castle Rock opening and signage for the lot to promote payment of fees.

7) Assist District with marketing and outreach efforts;

In concert with a professional marketing firm, Friends will provide 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.

2019-2020 Implementation/Results:

Promotion efforts included the Seacliff State Beach Cement Ship 100th Anniversary, PopUp Picnics at the Santa Cruz Mission State Historic Park, Guided Backpacking Adventures, Castro Adobe Open House promotion, beach wheelchair program, Agents of Discovery, Aptos Village/Nisene Marks content, COVID-19 response, Tribute Table promotion, and virtual event promotion.

Accomplished via: updates to park pages on website, Facebook, Instagram, Pinterest and Twitter content; calendar listings, press releases, enews content, and interviews with local media.

Collateral materials included: signs for park closures and ever-changing safety messaging; Kids2Parks materials; tidebooks; flyers for state parks events; promo cards for various events; a COVID-19 Parks Pledge campaign and much more.

8) Support District special events through planning, funding and staff assistance;

1. Support State Park public special events and programs, including:
 - Castro Adobe State Historic Park: monthly Open House events
 - Half Moon Bay State Park: Coastal Wildflower Day
 - Henry Cowell State Park: Ohlone Day
 - Natural Bridges State Beach: Welcome Back Monarchs Day, Migration Festival
 - Santa Cruz Mission State Historic Park: Archaeology Day, Summer Archaeology Program

- Wilder Ranch State Park: Heritage Harvest Festival, Holidays on the Ranch, Gardening & Wool Day
2. Friends-sponsored public special events, including:
 - Mole & Mariachi Festival 2019
 - ParkStore Holiday Sales
 - Greenhouse Growers Open House
 - PopUp Picnics in the Park at the Santa Cruz Mission
 3. Emerging special events program at Castle Rock State Park.
 4. Community Partner events with organizations such as the Santa Cruz Museum of Natural History and Food, What?!
 5. Other events as requested.

2019-2020 Implementation/Results:

Friends staff supported all State Park public special events that were held throughout the year. Events normally held in the spring were cancelled.

The 7th Annual Mole and Mariachi Festival was very successful in terms of community engagement. An estimated 3500 people attended the free event, which was staffed by 250 volunteers.

The PopUp picnic program at the Santa Cruz Mission State Historic Park was a big hit this year. Held weekly during the summer months, the event increases the connections between the downtown community and their State Park Downtown.

9) Provide 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 will:

1. Undertake outreach activities at public events to engage with community members to:
 - a. Promote visitation to state parks
 - b. Consider careers with Friends and CSP and to apply for available jobs
 - c. Participate in activities to encourage young people to visit state parks through Kids2Parks, TEAM Castro, special field trips, aquatic safety awareness and other programs
 - d. Recruit docents and other volunteers
2. Administer the Beach Wheelchair Program, funded by the Coastal Conservancy
3. Participate in long-term planning to increase community engagement

2019-2020 Implementation/Results:

Friends staff was on hand at all State Parks public events, engaging with community members. We hosted the PopUp Picnics in the park at the Mission as mentioned above, as well as Kids2Parks and the other listed programs.

The Beach Wheelchair program public rollout was delayed due to the pandemic, but the chairs were purchased, and the other required elements of the program were developed to launch as soon as it was declared safe to do so.

Friends staff worked with the local community college to show students how their educational path could fit in with careers in parks. We attended several job fairs and provided support for attendees who were exploring the process of testing and applying for state jobs.

10) Engage in environmental and historic restoration projects, conservation and related programs;

Friends will continue to engage in environmental and historic restoration projects and conservation, such as:

1. Castro Adobe

- a. Currently, the work is on Phase 3B, which will complete restoration of the building, including: installation of a fire suppression system and necessary water flow and storage requirements, electrical, interior and exterior finishes, plaster repair and whitewash, lighting, along with interpretive elements including exhibit design, fabrication and installation and procurement and design for historic furnishings.

The project is under the supervision of CSP staff, with daily management and collaboration by the Friends Historic Preservation Project Manager.

- b. Friends will continue to fund and manage small projects on the Castro Adobe property such as minor maintenance, 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.

2. Kimbro & McClune Properties

- a. Friends will continue 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 will continue to maintain the well and septic systems as well as conserve habitat lands and gardens.

3. Wilder Ranch

- a. Friends will continue to support restoration of the Cow Barn and other historic resources at the park

4. Forest of Nisene Marks

- a. Projects as requested

5. Other projects as requested

2019-2020 Implementation/Results:

For information on Castro Preservation efforts, see above. All maintenance was performed and funded as planned at the Castro, Kimbro and McClune properties.

The Cow Barn restoration project was completed.

A large project at Nisene Marks for Dust Abatement, Road Repair and Culvert work was funded and completed during the year. And a project to support the fabrication, transportation, materials and installation of a large gate and rock barricade at the back entrance to the Forest of Nisene Marks was funded and completed.

11) Operate Park Units in a manner that protects their natural, historic, and cultural resources;

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

2019-2020 Implementation/Results:

This duty was a core principle of our operation in 2019/2020.

12) Conduct 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 will engage professionals as needed such as: engineers, architects, historians, environmental scientists, interpretive planners and others.

2019-2020 Implementation/Results:

In 2019/2020, professionals under contract included architects, engineers and interpretive planners for the Castro Adobe Restoration and Interpretive Planning.

13) Provide 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 will:

1. Employ necessary staff, which currently include the following positions:
 - Executive Director,
 - Operations Director, Field Operations Director, Human Resources Assistant
 - Finance Director, Senior Accountant, Bookkeeper
 - Sales Director, Retail Sales Assistant
 - Historic Preservation Project Manager, Project Manager
 - Parks Philanthropy Director
 - Events Manager
 - Community Outreach Director

- IT Director
 - Office Manager
2. Provide volunteers, including:
 - Friends Board of Directors
 - Committee members
 - Event volunteers
 - Garden volunteers
 3. Engage consultants such as marketing consultants and other professionals as listed in #12 above.

2019-2020 Implementation/Results:

As agreed, Friends staff, volunteers and consultants provided excellent support to our State Parks partner this fiscal year.

14) Fund Park Unit Department staff positions across all program areas;

Friends will fund the following CSP staff positions:

1. Castle Rock staff, as outlined in section 3 (1)
2. Education & Interpretation:
 - Interpreter I - 16
 - Interpreter II - 2
 - Interpreter III – 1
 - Interpretive Senior Park Aides - 12
 - Guide – 1
 - Staff Services Analyst - 1
 - Farm Animal Program staff at Wilder Ranch - 1
3. Additional positions:
 - Maintenance Aides – 6.5
 - Staff Services Analyst assigned to the Big Basin Trail Camp network – 1
 - Road and Trails Assistant - 1
 - Historian II - 1
 - Senior Park Aides – 3

2019-2020 Implementation/Results:

Staffing was funded as requested by the District. When the budget was developed the plan was to provide a substantial increase to the interpretive budget to provide more stability in their workforce. As mentioned above, Friends worked with State Parks to provide for their staffing needs as conditions changed during the fourth quarter pandemic.

15) Fund supplies, services, projects and programs;

Friends will fund the following:

1. Supplies

- Kiosk operations: cash registers, computers, credit card terminals, 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, including urgent needs such as propane and postage
- 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

2. 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

3. Projects

- Facilities improvements: upgrades to kiosks, repairs and maintenance, including window maintenance
- Small projects (under \$1,000), such as Junior Lifeguard training, plantings and signposts for trails
- Park and interpretive signage
- Campground maintenance and repairs
- Interpretive displays
- Trail enhancements and repairs

4. Programs

- Annual Volunteer Celebration, thanking the hundreds of individuals who volunteer in the District, in partnership with Mountain Parks Foundation and Coastside State Parks Foundation.
- Training for Interpreters and District Staff
- Hospitality program for District events and trainings

2019-2020 Implementation/Results:

Every supply request from State Parks was fulfilled in the 2019-2020 fiscal year as listed above, and as further identified by State Parks throughout the year.

Three golf cars were purchased for use by the State Parks Visitor Services team in the Pajaro Coast Sector.

All services and supplies listed in items 2, 3 and 4 above were fulfilled during the year.

Back up supplies for the water treatment plant at Big Basin were purchased.

During the year, the kiosk operation moved to be part of the Reservation Dynamics System, and the cash registers and credit card terminals were replaced with R2S2 equipment. Friends provided all necessary additional equipment to ensure a smooth transition.

During the fourth quarter, purchases of supplies were minimal due to reductions in programs.

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

Friends will 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 will apply proceeds from the sale of merchandise in the ParkStores to these purposes.

2019-2020 Implementation/Results:

These activities took place as planned and discussed above during the 2019/2020 year.

17) Provide and manage 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 will provide Visitor Service Aide (VSA) staff for each park unit at levels determined by operational need as defined by District staff. This year we anticipate a VSA staff of 70 to 90 individuals, which fluctuates with the seasons.

This will be our first full year of a new program which provides Senior Visitor Service Aides (SVSAs), who work 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. Friends will provide twelve full-time employees, who will receive full benefits.

2019-2020 Implementation/Results:

During the year, Friends provided VSA and SVSA staff as requested by State Parks. We provided uniforms and Personal Protective Equipment for our employees.

18) Acquire and manage property for the benefit of State Parks;

Friends will:

1. Manage and improve facilities at the Friends-owned Kimbro and McClune properties, which are adjacent to the Castro Adobe State Historic Park, for State Park purposes.
2. In consultation with District Staff, explore additional opportunities as they arise to acquire and manage property for the benefit of State Parks.

2019-2020 Implementation/Results:

The facilities at the Kimbro and McClune properties were maintained and managed for State Park purposes throughout the 2019/2020 year.

There were no additional opportunities to purchase property on behalf of State Parks in 2019/2020.

19) Accept and administer funds obtained from governmental and non-governmental entities and expend them in accordance with State Park goals and objectives; Friends shall deposit and account 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.

2019-2020 Implementation/Results:

Based on the above listed items, a clean audit opinion was issued by our Auditors at the conclusion of this year's audit.

20) Collect all Fees, set forth in Exhibit A, which includes, 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 is 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 will collect all fees as set forth in Exhibit A and outlined above.

All park fees are set by CSP. This model will continue throughout the term of the Agreement.

Friends' visitor services staff will collect all fees in accordance with policies and procedures as determined by CSP.

2019-2020 Implementation/Results:

The only significant change to the fee collection operation this year was the rollout of the R2S2 system.

Exhibit A

**Friends of Santa Cruz State Parks
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
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

**Prospective Programs & Projects may include any item outlined under 4.) Duties of Friends, A.) Roles & Responsibilities, items 1 - 18.

*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

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.