



Friends of China Camp, Inc. (FOCC)

Operations Report for China Camp State Park Calendar Year 2020

Since the Operating Agreement between the California Department of Parks and Recreation (DPR) and Friends of China Camp (FOCC) was activated on July 27, 2012, FOCC has met its contractual obligations to operate China Camp State Park and to protect its natural and cultural resources.

On February 12, 2019, FOCC received a letter from the Partnerships Office exercising DPR's right to automatically renew the Agreement for a period of one year to January 31, 2020. The letter, which bore DPR Director Lisa Mangat's signature, was countersigned and returned by FOCC Executive Director Martin Lowenstein. Then, on January 31, 2020, FOCC received a letter from DPR Director Lisa Mangat stating that State Parks will move the Operating Agreement to a month-to-month basis. FOCC Executive Director Martin Lowenstein countersigned the letter.

The information in this document is presented for the time period January 1, 2020 until December 31, 2020. This and all subsequent Operations Reports will cover operations for the calendar year just completed.

I. Keeping China Camp State Park Open and Thriving

FOCC's primary goals during the 2011-2012 "Save the Park" campaign were to ensure that all of the park facilities would be open to visitors 365 days a year and that these visitors would have the opportunity to experience the exceptional natural and cultural features of China Camp in a well-cared-for environment.

In 2020, all of the facilities of the park remained open daily, except for the parking lots from the last week of March until the last week of May and except for the campground from the end of March to the end of June and then again for the month of December. These closures were per State Parks' orders to stem the spread of COVID-19.

II. Friends of China Camp (FOCC) Personnel

In the spring of 2017, State Parks approached FOCC to request that FOCC begin moving away from utilizing State Parks employees in China Camp. On December 1, 2017, FOCC initiated its first-ever payroll with five employees. As of December 31, 2020, FOCC had a payroll of six employees:

- **Martin Lowenstein**, Executive Director.
- **Ian Nelson**, Park Manager.
- **Sheila Coll**, Program Director.
- **Scott Griggs**, Park Operations Aide.
- **Jose Gonzalez**, Park Operations Aide.
- **Caledonia Krieger**, Park Operations Aide.

A. Maintenance Host

FOCC benefits from the service of a Maintenance Host, who resides with his wife on the Maintenance Host pad in their RV.

B. Campground Hosts

In the Back Ranch Meadows Campground, there are two spaces available for campground hosts. As of December 31, 2020, both spaces were occupied by hosts, whose job it is to manage the campground in exchange for utility hook-ups, provided by FOCC, to their RVs.

C. Security

FOCC has increased the number of uniformed volunteers and staff in the park. The increased presence offers evidence to the public that the park is being patrolled on the trails, on N. San Pedro Road, in Back Ranch Meadows, and in China Camp Village. The augmented uniformed staff also helps to enforce day use fee payment.

D. Janitorial Services

FOCC uses the janitorial services of Arriva Cleaning. Arriva cleans the bathrooms, ensures that the bathrooms are stocked with needed supplies, and empties the trash cans 365 days per year. It should be noted that the public regularly comments on the cleanliness of the bathrooms in the park.

E. Professional Development

FOCC budgets for and encourages professional development for its administrative staff, skilled aides, and its Board. In October 2020, the FOCC executive director, park manager, and program director attended a virtual conference sponsored by the California League of Park Associations. In October

and November, the FOCC program director attended a virtual conference on Volunteer Coordinator Training.

III. Revenue Building

A. Revenue Model

FOCC's operating revenue model is built on four revenue streams plus one non-monetary stream. In approximate percentages, FOCC's operating revenue in 2020 came from the following sources:

58%	Membership and Other Donations
24%	Day Use Fees
13%	Campground & Other Reservation Fees
5%	Investment Income
PLUS	More than 13,500 hours of volunteer time

If the volunteer hours are monetized at a rate of \$29.95 per hour, then the revenue percentages would be:

40%	Membership and Other Donations
33%	Volunteer Hours Monetized
16%	Day Use Fees
8%	Campground & Other Reservation Fees
3%	Investment Income

B. Financial Sustainability

FOCC can fulfill the mission of California State Parks only if it can also maintain financial sustainability. Like many healthy non-profit organizations, FOCC generates revenue in three streams: 1) operating (park) revenue, 2) fundraising revenue, and 3) investment income. Each year, focus is put on increasing all three revenue streams.

Gross revenue for 2020 was approximately \$774,000, resulting in an operating surplus of approximately \$167,000. The large operating surplus was a result of unprecedented membership growth, two successful fundraising appeals, and the high collection yield of day use fees.

FOCC applied for and received a \$39,509 Payroll Protection Program loan from the Small Business Administration. In early 2021, FOCC applied for and received full loan forgiveness.

C. Revenue Initiatives

1. FOCC Board Donations

In February 2020, 100% of the FOCC Board agreed to pledge collectively an amount that would be used as a 1:1 donation match opportunity for FOCC's Spring Appeal. The FOCC Board collectively donated over \$23,000.

2. Spring Appeal

In May 2020, FOCC launched a fundraising campaign to raise money for lost park revenue due to China Camp's "soft closure". Park revenue dropped 95% during the two months that CCSP's parking lots were locked. The Spring Appeal raised almost \$46,000.

3. Year-End Appeal

In December 2020, FOCC launched a fundraising campaign to raise money for park operations, such as the need for vehicle attachments and trail maintenance tools. The Year-End Appeal raised a little over \$31,000.

4. Developing Major Donors

The FOCC Executive Director and the FOCC Board of Directors have made it a priority to develop major donors to support the operation of FOCC and capital projects in the park. During 2020, major donors contributed over \$250,000 toward capital projects and general operations.

5. Firewood

Due to the sufficient number of trees that have fallen on trails or have been felled by FOCC per the directions of State Parks environmental scientists, FOCC has been able to supply campers with firewood without purchasing wood from outside sources.

6. New Visitor Services Staff

For the 2020 summer season, two park aides were hired to staff the China Camp Village gate entrance and the Back Ranch Meadows kiosk to instruct park visitors to pay trail and parking fees. We have also increased our volunteer presence within the Back Ranch Meadows kiosk and along main trailheads in the park for the same purpose. As a result of this staffing, day use collection yield increased from approximately 40% to over 95%. The park aides were kept on year-round due to the ongoing high visitation throughout the fall, winter, and into the following spring.

7. Cash Reserves Invested

With adequate cash reserves to cover operations for over 12 months, FOCC invested a portion of the reserve in a balance portfolio of equities and fixed

income. Investment income and unrealized gains totaled approximately \$40,000 in 2020.

IV. Day-to-Day Operations

A. Operations Depend on Volunteer Support

Although FOCC operated with 6 to 8 employees, volunteers support park operations in a variety of ways, e.g., maintenance, bookkeeping, FOCC's membership program, communications, interpretive programs, staffing in the Village café, the Back Ranch entrance kiosk, and monitoring the trails and foot and on bike as trail ambassadors.

B. Communication Systems

FOCC maintains a WiFi internet connection to serve the campground hosts, the maintenance host, volunteers, and staff working at the Back Ranch guard kiosk and in the Village café.

FOCC has been auditioning various internal radio systems for real-time park communications. Radios are used currently in conjunction with some of our trail work days.

Ongoing communication among FOCC employees, FOCC board members, and core volunteers is maintained by e-mail and a password secured administrative section of the website, which contains an updated calendar and copies of board minutes, committee notes, and key documents.

C. Maintenance Shop Conference Room

The maintenance shop office, which had not been in use for almost two years, has been converted into a conference room / office. The conference room, while reserved for regular FOCC Board meetings and for committee meetings, is also being used by the Park Manager as a day-to-day workspace. Also, all park documents were filed. Historic maps and charts were carefully stored in a map cabinet in the loft of the maintenance shop.

V. Maintenance and Capital Improvements

A. Maintenance Hours

FOCC did not host any Park Champion events in 2020 due to COVID-19. FOCC did host 101 VIPP (+ core non-VIPP member) events in 2020, which accounted for 2,899 volunteer hours.

B. Trails Work Group

The Trails Work Group is a committee of FOCC that is tasked with the restoration and long-term maintenance of the trail system in China Camp State Park. The Trails Work Group is led by a board member, the Park Manager and one core volunteer. Most of the work is done in two-day intervals. The first day is a staging and trail preparation event with 8-15 volunteers. The second day is trail restoration work. During this time and for a few days after the completion of the work, the work area is closed. Detours are posted.

The goals for the Trails Work Group include:

- Restoration of the full trail system to current DPR multi-use trail standards
- Development of trail maintenance standards for CCSP
- Provision of a safe environment
- Protection of the sensitive ecology of the park
- Keeping the park clean and esthetically inviting
- Recruitment of China Camp volunteers / VICCs with diverse skills

C. Achievements

1. Park Informational Signage

- a. All but one display kiosks have been stabilized and repaired, as needed, including new plexiglass. There is one campground kiosk that will be repaired pending the completion of another project.
- b. Some faded and incorrect signage regarding payment and the FOCC URL were replaced.
- c. "Slow and Say Hello" sandwich boards were repaired and are displayed at various locations along Shoreline Trail.
- d. Several sidewalk stands were purchased and being used for various temporary signage, e.g., COVID-19 rules and closures, reminders not to feed the coyotes and fee sign reminders.
- e. After the ash fallout from the fires, informational signs were washed.
- f. The Bullet Hill Trailhead kiosk was repaired due to the information cabinet being damaged.
- g. A trail signage task force was established and is working on a PEF for consistent trailhead signs and trail signposts.
- h. Designed and installed Fire Danger signs to be used during Red Flag events.
- i. Exploring the possibility of installing pedestrian crossing signs between the Ranger Station and Bullhead Flat and between Turtle Back Trail head and the ADA parking area. This would be done by the County of Marin.

2. Trail Work

No additional trail survey work was done or needed at this time. However, the trail conditions are continually monitored and reported by the FOCC Foot and Bike Ambassador Team.

State Parks Bay Area District Trails Chief Mike Nelson reviewed and approved plans for Shoreline Trail tread repairs for the section behind the campground.

Turtle Back Trail and the ADA section of Shoreline Trail were surveyed by DPR. A prescription for repairs was provided. Turtle Back Trail repairs were completed, including restoration of the entire trail tread and the building of a stone retaining wall. The Marin Independent Journal featured the Turtle Back Trail rededication ceremony on July 10.

Restoration of the ADA section of Shoreline Trail will be started in 2021.

Back Ranch Fire Trail was graded by PG&E. With permission from DPR, a gate was installed just below the intersection with Shoreline Trail. A PEF for improving the drainage was submitted, approved and implemented.

3. Fire Mitigation

- a. Vegetation removal around Village structures, the structures in the corporate yard, the campground, picnic areas and two lots on McNear Drive.
- b. Branches above BBQs and fire rings were trimmed to 10 feet.
- c. Powerline Fire Trail was cleared by PG&E.
- d. Overhead branches on Miwok Meadows Fire Trail were trimmed to the prescribed height to allow fire truck access.
- e. Collected brush was mulched.
- f. Accumulated ash in BBQs and fire rings was removed on a weekly basis.

4. Storm Damage

- a. Clearing of multiple downed trees that obstructed trails.
- b. Cleanup of flooded campground, including, repairing ruts in the utility access road, removal of mud from lower bathroom, sandbagging lower bathroom to prevent further mud accumulation, removal of debris from campsites, cleared culverts, clearing of debris from creek, clearing of debris and mud from flooded parking lot, clearing of debris under bridges that was disrupting water flow.
- c. Repaired multiple slides on various trails.
- d. Repaired trail tread where downed trees left root ball holes in the trail tread.

5. Firewood

FOCC felled several trees in the campground and picnic areas that were deemed hazardous by DPR. The wood was moved to the corporate yard, was split, seasoned and being used for campfire wood.

6. Garbage Can Containers

Several containers have been repaired and painted. New lids were built, as needed.

7. Village Interpretive Garden

The interpretative garden was cleared of vegetation. Plans for critter-resistant raised beds are in progress.

8. Painting

Multiple gates, signposts, and display kiosk frames were painted or touched up.

Graffiti that had been painted on the Bullhead Flat bathroom was cleaned and repainted.

“No Parking” was re-painted on the asphalt in various lots where it had faded.

9. Split Rail Fencing

Multiple repairs or replacements were done at Buckeye Point, Weber Point, the Village Trail, the perimeter of the monument parking lot, along the road at the entrance to the Village and a variety of other locations.

10. Hazardous Materials

The hazardous materials shed has been maintained. Hazardous materials were disposed, as necessary, to Marin Sanitary.

11. Esthetics

Park entrances, China Camp Village, China Camp Point, and all picnic areas are regularly mowed and weed whipped.

Trash pickup was done continuously with several volunteer work events focused on trash removal. Most of the trash is on the San Pablo Bay side of North San Pedro Road where significant dumping is done. Littering / dumping continue to be a problem, and FOCC has reached out to Marin County Public Works for help on this issue.

12. Potholes

Potholes on Miwok Fire Trail, the Village parking lot, the Monument parking area, the access road to the lower campground, Peacock Gap Fire Road and the en route parking lot were repaired.

13. Invasive Plant Removal

Under the direction of DPR, various invasive plants were removed. The app Survey123 was used to document invasive plant locations and/or removal.

14. Structural Repairs

The leaks in the roof of the cafe were repaired.

The pieces of the collapsed section of the green house in the village were labelled, photographed, and stored inside the green house.

The parking bumpers in the lower Village parking lot were re-aligned and stabilized.

The shrimp processing area is closed to the public due to needed repairs.

Trees over Frank Quan's house were trimmed.

Picnic tables throughout the park were inspected, repaired or removed.

The failing woodburning stove in the maintenance shop was replaced with a donated woodburning stove.

15. Campground Food Lockers

Minor repairs were done, as needed.

16. ADA Pending Improvements

FOCC reviewed and provided input to DPR on their proposed disability access improvements to CCSP per the Tucker Consent Decree.

17. Seasonal Maintenance

Culverts were cleared prior to winter rains. Bridges were cleaned of earth-wood contact after the winter rains.

D. Toro Mud Buggy Acquisition

A Toro mud buggy was purchased to increase productivity on trail work days.

E. Plumbing

In 2017, the Biscayne water meter was upgraded with a Badger Meter device providing real-time data telemetry. Beginning in late 2018, a high baseline of water usage appeared, indicating one or more leaks. The baseline is now at its lowest point in over a year (<25GPH). Water leaks have been found and repaired in China Camp Village, China Camp Point, Bullhead Flat, Buckeye Point, outside a DPR housing unit, outside the maintenance shop, and in the ranger station bathroom. The showers in the campground were repaired multiple times.

FOCC replaced the failed high-pressure water regulator located beside the Back Ranch backflow prevention device on N. San Pedro Road.

The toilet in the Buckeye Point bathroom was replaced. Another toilet was repaired at Buckeye Point.

VI. Communications and Donor Stewardship

A. FOCC Website

The website, www.friendsofchinacamp.org, which was developed during the Save the Park Campaign, continued as a key bridge to visitors and supporters of the park. It includes information on park amenities, fees, reservations, park programs, and in-depth natural and cultural history. Information regarding how community members may become involved as volunteers and supporters is emphasized. The website provided updates regarding current events and issues of importance.

The website is in the process of being updated. Both the visual design and administrative tools are being updated in 2021. This will result in a better user experience for our visitors and a significant increase in operational time when publishing content.

B. MailChimp

FOCC uses MailChimp to notify our supporters of upcoming events. Quarterly electronic newsletters are an effective tool for keeping our supporters informed of project progress, event highlights, volunteer recognition, community involvement, major donations, research being done in the park and much more. MailChimp is also being used on a monthly basis to remind our members to renew. Our membership (~3,500 members) and subscriber (~7,000 subscribers) base increased significantly in 2020.

C. Broadening NextDoor Coverage

In an effort to broaden FOCC's messaging, FOCC has begun recruiting volunteers from around Marin County to post China Camp messages on their respective neighborhood's NextDoor site. Those volunteers are also instructing FOCC as to which other communications channels would be most effective for outreach.

D. Facebook and Instagram

FOCC uses Facebook and Instagram to expand public awareness about China Camp State Park and Friends of China Camp. In 2020, these social media platforms were critical in disseminating important public safety alerts and closure notices from DPR, the County of Marin, and the California Department of Public Health as it related to park access during the pandemic. We have also used Instagram and Facebook to notify the public about upcoming virtual events, as well as park-related alerts from the National Weather Service, the local fire department and local law enforcement agencies.

Facebook and Instagram provide a public forum for FOCC and CCSP stakeholders to interface with FOCC. Through concentrated efforts from communications volunteers and staff, since January 2020, Friends of China Camp has greatly expanded its social media content posts, viewership, and engagement. We have seen a 500% increase in our Instagram followers and 8% increase in Facebook followers since January 2020. Here are the links to FOCC's Facebook page and our Instagram page:

<https://www.facebook.com/FriendsofChinaCamp/>

<https://www.instagram.com/friendsofchinacamp/>

E. NeonCRM Donor Database

FOCC has invested in a cloud-based donor management database called NeonCRM. The database makes it much easier to track and manage our donors, to send out membership renewal e-mails, and to acknowledge donations. FOCC plans to upgrade the payment processor from PayPal to the NeonCRM payment processor for seamless integration with the NeonCRM database.

VII. Volunteer Services

Volunteers continue to be of extreme value to the park's operation, services, and maintenance.

A. Volunteers in Parks Program (VIPP) in CCSP

FOCC continued to work with DPR in maintaining the Volunteers in Parks Program in China Camp. In 2020, VIPP volunteers had the following roles at China Camp:

- trail and facility maintenance

- Back Ranch Meadows Campground kiosk attendant
- natural history docent (virtual programs)
- cultural history docent (virtual programs)
- foot and bike trail ambassador
- village cafe and museum docent
- ecological restoration
- administration
- communications
- camp host and maintenance host

Due to the shelter-in-place order issued by the California Department of Public Health and the Marin County Health Department in March 2020, it became necessary to cease several volunteer activities in the park in order to protect the health of our volunteers, staff, and of the public. We closed our visitor center and museum to the public, and our natural and cultural history docents were no longer allowed to conduct in-person group activities in the park. In April and May, only administrative, communications, trail ambassadors, and maintenance volunteers were allowed to volunteer in the park to fulfill basic operational needs. As restrictions were lifted, Back Ranch Meadows kiosk volunteers and cafe docents were once again allowed to support visitor service needs in the park.

All volunteers working in the park were provided personal protective equipment like masks, hand sanitizer, and sanitizing wipes. Volunteers were asked to maintain a 6-foot distance at all times from other volunteers, staff, and members of the public. Volunteers at the kiosk, cafe, and campground only provided in-person visitor service outdoors, and physical barriers were installed to maintain a 6-foot distance between themselves and visitors. Instead of in-person educational programs, Friends of China Camp initiated monthly docent-led virtual programs via Zoom.

China Camp's VIPPs contributed over 13,000 hours in 2020 to support the operations of the park. In order of activity, camp hosts, trail and facility maintenance volunteers, and administrative volunteers have contributed the most hours to the park. Campground and maintenance host volunteers contributed 3,360 hours, maintenance volunteers contributed 2,366 hours, and administrative volunteers contributed 1,839 hours.

B. Volunteers in China Camp (VICC) Program

DPR has asked FOCC to transition from the State Parks VIPP volunteer program to Friends of China Camp's own independently managed volunteer program. In place of the VIPP program, Friends of China Camp has developed the VICC program (Volunteers in China Camp). Beginning 2021, FOCC will manage the onboarding and training of volunteers, and VICCs will be covered by FOCC's auto insurance, volunteer accident insurance, and general liability insurance. FOCC will transition existing and new volunteers to the VICC program in early 2021.

C. CSPF Park Champions Volunteer Workdays

Due to the pandemic, China Camp State Park cancelled all California State Park Foundation (CSPF) Park Champions Workdays in 2020 due to the shelter-in-place order. FOCC has been working closely with CSPF and DPR to monitor the public health situation closely and will determine what the next best steps will be once restrictions are lifted.

D. Board Participation and Development

1. Annual Elections for the FOCC Board and its Officers

The following FOCC Board officers were elected for a one-year term beginning July 2020:

Arlin Weinberger. Board Chair.

Steve Deering. Vice Chair.

Ed Lai. CFO.

Richard McCombs. Secretary.

2. Bylaws Amendment

In order to attract and maintain talented people for the three standing board committees – Governance, Development, and Finance – the FOCC Board amended its bylaws to allow non-board members to serve on those committees.

E. Back Ranch Entrance Kiosk

The Back Ranch entrance kiosk has been generally staffed Saturdays and Sundays from 9 AM to 5 PM, and weekdays from noon to 3 PM with campground hosts, volunteers, and park staff.

Staffing the entrance kiosk was born out of an experiment conducted in early 2017, when FOCC volunteers staffed the kiosk on four successive Fridays to see whether there would be an associated transaction volume increase in the nearby pay station. In fact, there was. During the peak season of 2020, the kiosk was staffed on almost a daily basis by either volunteers or employees.

F. Promotional Video of Turtle Back Trail Restoration

FOCC worked with a volunteer video producer to create a video about the Turtle Back Trail restoration project which premiered on FOCC's YouTube page. The

function of the video is to show the importance of ADA accessible trails in State Parks and to celebrate the work of the volunteers who restored the trail.

VIII. Print Media Coverage and Promotion

Primary communication with supporters and park visitors was realized through the FOCC website and through quarterly newsletters and e-blasts initiated during this FY. In addition, China Camp also appeared in the following print media:

Marin IJ

“Giving Marin” initiative

Free ad space sponsored by Ultragenyx Pharmaceutical for the month of February, 2020.

Marin IJ, Local Section, March 1, 2020

“Marin to buy Buck’s Landing in San Rafael for \$1.6M”

by Matthew Pera

Marin IJ, Lifestyle Section, March 15, 2020

“San Rafael’s China Camp State Park among upcoming outdoor events”

by Marin Independent Journal

Bay Nature, March 17, 2020

“Update on Park Closures in the Bay Area”

by Eric Simons

SFGate.com, Local Section, March 24, 2020

“Here are the 36 California state parks that have closed their parking lots”

by Andrew Chamings

Orange County Register, News Section, March 26, 2020

“State Parks shuts down some beach lots, others stay open during coronavirus concerns”

by Laylan Connelly

The Mercury News, Health Section, March 29, 2020

“Updated – Coronavirus: List of California state parks with closed parking lots”

by Paul Rogers

Marketplace.org, March 30, 2020

“How national and state parks are handling COVID-19 closures”

by Alex Schroeder

Marin IJ, Local News, July 10, 2020

“China Camp volunteers complete Turtle Back Trail restoration”

by Adrian Rodriguez

Marin IJ

“Giving Marin” initiative

Free ad space sponsored by the Marin IJ for the month of August, 2020.

Marin IJ, Local News, August 9, 2020

“San Rafael fire burns island at China Camp park”

by Marin Independent Journal

ABC7 News, Flooding, November 11, 2020

“King tides could be high enough to cause roadway flooding in parts of Marin, near Embarcadero in San Francisco”

by Mike Nicco

Pacific Sun, Best of Marin 2020, 2019, 2018, 2017

China Camp wins #1 spot in two categories:

“Best Bike Route/Trail”

“Best Park/Open Space”

IX. Park Stewardship

A. Cultural Landscape Report

Thanks to two generous donors, FOCC successfully raised the \$12,000 necessary to proceed with signing a contract on May 6, 2019 with Stephen Haller and John Martini for the production of a Cultural Landscape Report. The authors commenced work on July 1, 2019, thoroughly researched the history and premises of China Camp Village, and completed this document in early 2020.

B. Addressing Vandalism and Thefts

Park stewardship includes stewarding the fees paid by park visitors. FOCC works to maintain the integrity of the payment systems in the park, two of which are pay stations and iron rangers.

Iron rangers have had cash stolen from them by three different methods: 1) moving the bottom plate just enough so that the envelopes can be swept out; 2) fishing for envelopes through the slot; and 3) by cutting into the iron ranger. FOCC retrofitted those iron rangers that showed structural deficiencies.

To stem the theft of cash from the iron rangers, stainless steel baskets were installed on the removable plate in the iron rangers. The Monument iron ranger was taken offline due to several break-ins. Visitors are now directed to pay in the Upper Village parking lot.

X. Interpretive Programs

A. Visitor Center

The visitor center, which included information and displays about local wildlife and the natural features of the park, closed in late March 2020 due to the pandemic. However, visitor service volunteers and staff at the China Camp Village Cafe and Back Ranch Meadows entrance kiosk continued to safely provide the public information about the natural and cultural history of the park.

B. Natural History Interpretive Programs

1. Docents

Beginning late March 2020, in-person group educational docent programs were prohibited by the shelter-in-place order. All in-person programs like campfire programs and interpretive walks were cancelled. FOCC has two active natural history docents who conducted natural history programs exclusively on Zoom, a virtual platform. FOCC plans to focus on volunteer recruitment and a revised docent training program in the coming year.

2. Village Talks

Due to health restrictions, the monthly in-person speaker series was cancelled until further notice. However, Friends of China Camp still hosted monthly docent-led virtual programs via Zoom. Programs included topics such as birding, indigenous history, geology, history of Bay Area megafauna, history of China Camp Village, and more. Our programs also included a monthly naturalist book club which has had consistent attendance.

3. Educational Programs

Beginning March 2020, all in-person educational and recreational programs were cancelled due to the pandemic. This included our guided hikes, scheduled recreational programs, campfire programs, Junior Ranger programs, school tours, and museum tours. FOCC worked closely with DPR and the Marin County Health Department to determine when it would be safe to, once again, hold in-person programs. In place of outdoor programs, Friends of China Camp offered monthly virtual programming via Zoom.

C. Interpretive Partners

Though collaborative in-person educational programs with our park partners were cancelled throughout 2020, FOCC's partnership with the San Francisco Bay National Estuarine Research Reserve (NERR), the Marin Chinese Cultural Association (MCCA), and the Marin Museum of the American Indian (MMAI), continued to grow. Two of FOCC's board members share leadership roles with MCCA, and our organizations cross-promote virtual events when applicable. In October, FOCC produced an educational video about the cultural history of indigenous Coast Miwok people in collaboration with MMAI for FOCC's virtual Heritage Month events. Though collaborative events with NERR were cancelled until further notice, FOCC's executive director attends quarterly meetings convened by the local NERR office in Tiburon.

D. China Camp Village Museum

The China Camp Village Museum was closed for the majority of 2020 due to the pandemic. All museum tours were cancelled until further notice. The museum, which is housed in one of the historic structures in China Camp Village, provides exhibits and interpretive displays about the history of the Village and the Chinese shrimping industry.

XI. Special Events

A. Heritage Month

Heritage Day, celebrated annually, primarily recognizes and celebrates the rich cultural heritage of China Camp State Park. Due to the pandemic, FOCC was not able to host a public festival as had been done in previous years. However, instead of in-person events, FOCC produced Heritage Month, a series of online programs that celebrate the cultural history of China Camp. The programs took place throughout October 2020 and featured programs about the indigenous Coast Miwok and Chinese American history of the park. Virtual programs included speakers from the Museum of the American Indian, an interview with an original resident of China Camp's shrimping village, and a docent-led lecture about the history of China Camp Village.

B. Annual FOCC Public Meeting

On November 15, 2020 on Zoom, FOCC held, per the Operating Agreement with DPR, its mandatory annual public meeting for the community. Several FOCC operational people presented updates on each facet of FOCC's operation – personnel, financial condition, trail policy and maintenance, interpretive programs, preservation efforts, and governance.

C. Earth Day and Coastal Cleanup Day

Earth Day and Coastal Cleanup Day have been annual public volunteer events at China Camp State Park. The purpose of the events is to engage the public to take on a stewardship role in the park and to help support the maintenance of the park's network of trails and to keep our shoreline clean.

The 2020 events were unfortunately cancelled due to the pandemic. FOCC is working with DPR and the Marin County Department of Health to monitor the situation closely to see when FOCC could, once again, host public volunteer service programs.

D. FOCC Volunteer Appreciation Video

In place of an in-person event, Friends of China Camp produced a video that celebrated FOCC's dedicated volunteers for all of their hard work to support the park during the pandemic. The video was released in December 2020.

XII. Building Partnerships

FOCC continues to nurture and form alliances in support of park promotion, park operations and enhanced visitor experiences. These groups include cultural associations, educational institutions, conservation organizations, historical societies, community services groups, foundations, clubs, government agencies, and businesses.

A. Direct Financial Support

The California State Parks Foundation made an Earth Day grant in the amount of \$3,930 to FOCC. The grant will be used for a coastal cleanup activity and for collateral materials to support a bilingual self-guided nature tour.

B. Services and In-kind Support

Services and in-kind support were donated to FOCC for the operations of China Camp State Park by:

- California State Parks
- The Harbormaster of San Rafael Yacht Harbor
- QuarryHouse, a stonework business
- Marin Independent Journal
- Ultragenyx Pharmaceutical
- Giving Marin, a Marin IJ initiative
- Andy's Local Market
- Dutra Group's San Rafael Rock Quarry
- Marin County Fire Department

C. Publicity and Networking

Publicity and Networking for the park was provided gratis by:

- Marin Conservation League
- Santa Venetia Neighborhood Association
- Point San Pedro Road Coalition
- Gallinas Watershed Council
- SF Bay National Estuarine Research Reserve
- Marin County Bicycle Coalition
- Multicultural Center of Marin
- NERR/DPR/FOCC Quarterly Meetings

D. *Giving Marin* - Free Ad Space in the Marin IJ

Debuting on January 1, 2018, *Giving Marin* is a movement fueled by a collection of the North Bay's most community-minded businesses and institutions. The businesses, one per profession, commit to underwrite marketing space for varying nonprofits every month. FOCC received free ad space in two issues of the *Marin IJ* in 2020.

E. CALPA Conference

The FOCC executive director, park manager, and program director attended the online 2020 CALPA Conference & Training, which took place October 19-23. They, individually, attended sessions that would best develop their respective professional practices in fundraising, volunteer recruitment and management, communications, marketing, social media, emergency plans, and working with California State Parks.

F. State Parks Volunteer Coordination Training Program

The FOCC program director attended the virtual State Parks Volunteer Coordination Training program which took place October 26-November 6 and covered numerous topics in volunteer management.

G. CSPF's Park Advocacy Day

On May 12, 2020, the FOCC Executive Director and Program Director attended CSPF's virtual Park Advocacy Day. California's Natural Resources Agency Undersecretary Angela Barranco and Assembly Water, Parks and Wildlife Committee Chair Assemblymember Eduardo Garcia (D-Coachella) addressed park leaders and advocates about what to expect for parks.

H. Elected Officials

FOCC continued to maintain close relationships with the elected officials who have China Camp State Park in their respective districts. FOCC provided operational updates to:

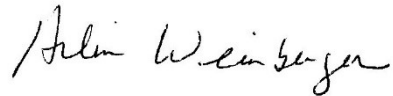
- ❖ U.S. Congressman Jared Huffman
- ❖ CA State Senator Mike McGuire
- ❖ CA Assemblyman Marc Levine
- ❖ Marin County Supervisor Damon Connolly

XIII. Financial Status

The Friends of China Camp Profit and Loss statement for January 1, 2020 – December 31, 2020 accompanies this report. Also accompanying this report is the Friends of China Camp, Inc. 2020 IRS Form 990.

XIV. FOCC Board Approval and Signature

This Operations Report for FY 2020 has been reviewed and approved by the Board of Friends of China Camp. Submitted: April 12, 2021



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