

MONTEREY PENINSULA REGIONAL PARK DISTRICT

60 Garden Court, Suite 325
Monterey, California 93940-5341



BOARD OF DIRECTORS

Kelly Sorenson, President - Marina, Northern Fort Ord (**Ward 1**)

Shane Anderson - Seaside, Northern Sand City, Southern Ft. Ord (**Ward 2**)

Katie Pofahl - Monterey, Del Rey Oaks, Southwest Seaside, Southern Sand City (**Ward 3**)

Kathleen Lee - Pacific Grove, New Monterey, Northern Pebble Beach (**Ward 4**)

John Dalessio - Carmel, Carmel Valley, Big Sur, Southern Pebble Beach (**Ward 5**)

BOARD OF DIRECTORS AGENDA SPECIAL MEETING

Monterey Peninsula Regional Park District
60 Garden Court, Suite 325
Monterey, California

Tuesday, September 29, 2015 at 4:30 p.m.

1. **4:30 p.m. Call to Order***
2. **Roll Call**
3. **Approval of Agenda**
4. **Public Comments** – *(The public may speak for a maximum of three minutes on any subject that is not on the agenda. Please complete a speaker form and give it to the Board Clerk.)*
5. **Discussion Item** – Continued Strategic Planning Study Session – Facilitated by Steve Dennis, Kelly Sorenson and Rafael Payan
 - a. Summary: Strategic Planning meeting with MPRPD volunteers at September 12, 2015 Volunteer Enrichment meeting
 - b. Summary: Strategic Planning meeting with MPRPD staff at September 24, 2015 All Staff meeting
 - c. Identifying potential stakeholders whom may vet the Strategic Plan
 - d. Review and comment on the attached Strategic Plan report and matrix
 - e. Strategic Plan's completion targeted for the end of December 2015, and identifying the next steps and time frames necessary for their completion
 - f. Ongoing expectations after the plan is completed
6. **6:30 p.m. Adjournment***

**Times listed are estimated.* Agenda packets, with the exception of Closed Session and non-approved items are available at the Administration Office. Agendas are available at the Garland Park Visitor Center and Big Sur, Carmel, Carmel Valley, CSUMB, Marina, Monterey, Pacific Grove and Seaside Public Libraries. Materials related to an item on this Agenda submitted after distribution of the Agenda packet are available for public inspection at the Administration Office during normal business hours. The Agendas and Agenda packets may also be viewed on the District website at www.mprpd.org.

AMERICANS WITH DISABILITIES ACT (ADA) NOTICE: If you believe you possess any disability that would require special accommodation in order to attend and participate in this meeting, please contact the District Office at (831) 372-3196 at least 24 hours prior to the scheduled meeting.

MONTEREY PENINSULA REGIONAL PARK DISTRICT
BOARD OF DIRECTORS MEETING

DATE: September 29, 2015
TO: Board of Directors
FROM: Rafael Payan, General Manager RP
SUBJECT: MPRPD Strategic Plan Report and Matrix

RECOMMENDED ACTION

Staff recommends the Board review and adopt the Strategic Plan Report and Matrix (ATTACHMENT 1).

FISCAL IMPACT

None.

DISCUSSION

On April 25, 2015, MPRPD launched the development process of its five-year Strategic Plan. The Strategic Plan will identify and include MPRPD's priority goals, objectives and strategies, guiding the organization's trajectory from the date of its ratification by the Board through the end of calendar year 2020.

Mr. Steve Dennis is the project's consultant. To date, Mr. Dennis has facilitated several meetings with MPRPD's Board, staff and volunteers to discuss, plan and implement the processes that have been, and will continue to be, used in the development of the Strategic Plan.

The attached Strategic Plan Report and Matrix identifying MPRPD's priority goals, objectives and strategies has been drafted for the Board's review and comment. Several additional steps are in process, including:

- A. Discussing the following items with the Board at the September 29, 2015 Strategic Plan meeting. **PLEASE NOTE: Item A-4 shall be the primary focus of this meeting's discussion thus, please review Attachment 1 prior to the Board meeting. All other items shall be briefly discussed.**
 - 1) Summary: Strategic Planning meeting with MPRPD volunteers at September 12, 2015 Volunteer Enrichment meeting (ATTACHMENT 2);
 - 2) Summary: Strategic Planning meeting with MPRPD staff at September 24, 2015 All Staff meeting;
 - 3) Identifying potential stakeholders whom may vet the MPRPD's plan;

- 4) Review and comment on the attached Strategic Plan Report and Matrix;
 - 5) The Strategic Plan's completion target date of December 2015, and identifying the next steps and time frames necessary for their completion; and
 - 6) Ongoing expectations after the plan is completed;
- B. Vetting of the information by key stakeholders;
 - C. Development of the Strategic Plan's final draft; and
 - D. Presentation of the final draft to the Board at the December 07, 2015 Board meeting for review and action.

ATTACHMENTS

- 1. Strategic Plan Report and Matrix**
- 2. Volunteer Enrichment Meeting Notes**

**Monterey Peninsula Regional Park District
Strategic Plan
October 2015 – September 2020**

MONTEREY PENINSULA REGIONAL PARK DISTRICT

PRESERVING AND PROTECTING YOUR PARKS AND OPEN SPACE SINCE 1972

MPRPD's Values include having safe, accessible open space for recreation enjoyment and protection of natural habitat and wildlife.

Our Vision is to have four large well managed parks equally distributed across the District, representing a variety of habitats, and supporting the community's needs to the maximum extent possible.

Our Story

In 1972, local voters approved the creation of a recreation and open space conservation special district. The Monterey Peninsula Regional Park District was formed and has since acquired or helped to acquire a total of 24 parks and open spaces totaling 14,000 acres, ranging from California's Big Sur region at the District's southernmost jurisdictional boundary to the City of Marina on the north. The District is funded through a combination of property taxes generated out of its enabling legislation as well as an additional assessment for special projects.

The Planning Process

This 5-year Strategic Plan reflects extensive input from the Board of Directors, staff and volunteers, and key community stakeholders. The plan was created in an effort to serve our community while balancing environmental, human, and financial realities. This plan will be used by the District for its annual management plan and budget development processes. Annual plans will be created by management to focus on the vital few objectives critical to moving the organization toward the strategic goals included in this plan. In recognition of the need for flexibility and responding to changing economic, social, political and environmental conditions, this 5-year Strategic Plan will be reviewed annually and, updated bi-annually as is necessary to ensure that the plan is current, relevant and that its goals are attainable.

For consistency, the terms used in the Strategic Plan are explained below:

- **Goal:** An outcome statement that guides a program or management function.
- **Strategy:** A coordinated, broad approach or direction adopted by this organization in response to changing economic, social, political and environmental conditions so that the organization can achieve its purpose.
- **Objective:** A measurable, time-phased result that supports the achievement of a goal.

Objectives in this plan are to be S.M.A.R.T.

S = STRETCH, M = MEASURABLE, A = ATTAINABLE, R = REALISTIC, I = TIME CONSTRAINED

MPRPD Properties (as of September 2015)



EXECUTIVE SUMMARY

Five Goals:

#1 – Enhance MPRPD’s relevance to our community: MPRPD has a strong presence in the Carmel and Carmel Valley areas and recognizes the need to provide similar opportunities within the central and northern reaches of the District, including the cities of Marina and Seaside. This goal aims to create a balanced distribution of lands, and high quality recreational and program opportunities throughout the District that attract a diverse group of users.

#2 – Stewardship through land use planning: Enhance or enlarge the largest existing open space areas and consider the divestiture and transfer of those properties that do not support MPRPD’s mission or vision to other land managers. This goal also recognizes the need to develop master plans for all District properties, with a priority focus on the largest and most used properties within the District. Creating, restoring, monitoring and maintaining natural habitat for the benefit of sensitive wildlife and plant species is also emphasized.

#3 – Invest in Human Capital: Developing a new staffing model based on the outcome of this strategic plan is very important. Supporting a team approach with cross-training and providing professional staff development opportunities as well as ensuring meaningful recognition of collaborators, staff, volunteers and board members is also given focus.

#4 – Engaging People with Nature: Engaging people with nature first requires a solid understanding of visitor experience. This goal aims to direct attention to providing seamless trail experiences across various land management jurisdictions, enhancing opportunities for youth and families, and overcoming language, cultural or physical barriers to access and use the District’s parks and open space.

#5 – Maintain Financial Sustainability: The key to MPRPD’s financial success is to maintain its current revenue through a successful tax measure while concurrently reducing expenses. Consideration of acquiring an office to reduce expenses is one strategy as well as evaluating event, rental and concession income. This goal also highlights the opportunity for external recognition by becoming a national leader in park management, environmental education, and natural resource preservation, conservation and restoration.

On the following pages, you will find MPRPD’s Strategies and Objectives organized by Goal. These emerged as having the status of “vital few” in terms of importance for years 2016 through 2020.

GOAL I – Enhance MPRPD’s relevance to our community

STRATEGY	OBJECTIVE	TIMELINE
Provide public access to Palo Corona Regional Park’s (PCRP) “Front Ranch” without the need for access permit	Complete General Management Plan and obtain permit from County allowing enhanced access to park	Summer 2018
	Complete construction of parking area	Spring 2016
	Complete left-hand turn lane and related improvements on HWY 1 in conjunction with the Carmel River causeway construction project	To be completed within 18-months of causeway project’s completion and subject to funding
	In partnership with Big Sur Land Trust (BSLT), design and construct a one-way loop access road to PCRP parking area on BSLT and MPRPD property to eliminate need to widen current single lane access and additional grading on MPRPD property	To be completed within 18-months of causeway project’s completion and subject to funding
	Identify potential alternative means of accessing and potentially operating the park from other properties and explore their acquisition	Ongoing
Provide public access to PCRP’s “Backcountry”	Complete General Management Plan and obtain permit from County allowing enhanced access to park	Summer 2018
	Develop and implement access protocols and permitting system to facilitate Public access to backcountry	Spring 2018
Acquire land and develop projects in proximity to the cities of Marina, Seaside	Enter a joint management agreement with Monterey County for MPRPD’s administration of the Fort Ord Trails Preserve	Summer 2107

Acquire land and develop projects in proximity to the cities of Monterey, Del Rey Oaks, Sand City and Seaside	Enter a joint management agreement with Monterey County for MPRPD's administration Jacks Peak Regional Park	Summer 2017
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Provide multi-sensory exhibits	Design and construct multi-sensory exhibits	Winter 2020
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Provide universal trails (universal trails are those that are designed and constructed to be accessible by users with ambulatory challenges)	Design and construct universally accessible trails	Winter 2020
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Engage children and families in outdoor recreation and environmental education	Provide exhibits, facilities and programs that are family-friendly with a special focus on children of all ages	Summer 2017
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Balance provision of access to MPRPD's properties, programs and activities to a diverse audience	Determine the most effective ways to reach a diverse audience of park by soliciting user input and improve properties accordingly as appropriate	Fall 2017
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<i>Let's Go Outdoors!</i> catalogue is a marketing and research tool for MPRPD and collaborating organizations	Develop user-friendly map and matrix listing specific amenities offered at each MPRPD property	Spring 2016
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Provide information on organizations and their significance to community; disseminate information on classes, events and important community events; and, periodically survey users to determine user trends, preferences and efficacy of existing programs	Ongoing
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GOAL II – Stewardship through land use planning

Integrate planning and environmental monitoring of properties owned and/or administered by MPRPD	Develop a unified integrated habitat monitoring/resource management plan for Jacks Peak and the Joyce Stevens Monterey Pine Forest Preserve	Summer 2019
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Become a natural resource conservation leader in the field of park management	Enhance endangered species protection through safe harbor agreement at Palo Corona and similar activities on all suitable MPRPD properties	Ongoing
Master plan the four largest open space areas administered by MPRPD	Complete consultant-generated General Management Plan for Palo Corona Reg. Park	Summer 2017
	Complete staff-generated graphic concept plan for Garland Ranch Regional Park	Fall 2018
	Complete staff-generated graphic concept plan for the Fort Ord Trails Preserve	Fall 2019
	Complete staff generated graphic concept plan for Jacks Peak and the Joyce Stevens Monterey Pine Forest Preserve	Fall 2019
Capital Improvement Plan for MPRPD	Develop Capital improvement plan for MPRPD	Winter 2020
Ensure public safety on all MPRPD properties	Regularly review public safety concerns and promptly address problems through the development and implementation of policies, procedures as appropriate	Annual

GOAL III – Invest in Human Capital

Align human resources with MPRPD's needs	Develop new staffing models based on outcome of Strategic Plan and the addition of properties	Spring 2016
Enhance organization's communication internally and externally	Institutionalize scheduled meetings between staff	Weekly & Monthly
	Institutionalize scheduled meetings between volunteers and staff	Monthly
	Provide Board of Directors updates in between regular Board meetings	Monthly
	Provide presentations to civic and public organization meetings and events to	Ongoing

Provide meaningful recognition of collaborators, board, staff and volunteers	Annual certificates of acknowledgement to individuals and organizations that have gone above and beyond the call of duty or greatly advance the MPRPD's mission and vision	Annual
Provide professional staff development and support	Staff participation in work-related classes and symposiums; provide internal cross-training opportunities, staff members taking the lead on specific projects	Annual
Be competitive with California special district compensation market	Perform market research, and subject to availability of funding, reflect compensation offered by other California organizations	Annual

GOAL IV – Engaging People with Nature

Reach and serve underrepresented populations	Work with collaborators having a positive record of reaching underrepresented populations and invite them to expand their programs on MPRPD properties	Ongoing
Enhance K-12 student access to programs and open space	Dedicate funding annually and provide transportation grants to local schools	Annual
Increase visitation to MPRPD properties, and increase number and variety of programs offered	Provide access and use of MPRPD properties to collaborators for their provision of activities, programs and events for participants of all ages	Ongoing
Increase volunteer participation at existing and new properties	Recruit volunteers with skills in education and interpretation; maintenance and construction; graphic art; computers and communications to enhance visitor access to nature-based programs, exhibits and activities	Ongoing
Become a leader in park management	Provide high quality facilities including interpretive signs, trails, restrooms, etc.	Winter 2020

**GOAL V – Maintain
Financial
Sustainability**

Maintain current revenue through a tax measure	Place tax measure on ballot to maintain the same level of funding as the existing assessment	TBD
	Develop contingency plan and its implementation schedule in the event tax measure does not pass	Spring 2016
Increase revenue through events, rental, and/or concessions	Evaluate other organizations' revenue streams, evaluate options available within District and provide recommendations to the Board	Annual
Financial Reserves	Maintain a six-month reserve at all times to cover MPRPD's costs	Annual
Research and implement best business practices	Obtain financial award by GAOA and/or other external recognition	Ongoing
Risk Management	Evaluate facilities, uses and programs for exposure to potential legal claim and ensure adequate insurance is secured	Annual
Fiscal oversight by public	Sustain practice of inviting and providing oversight of budget and spending	Annual
Reduce expenses by owning office building	Continue to seek an appropriate property / building to acquire for the establishment of a District office and avoid rental costs	Ongoing
Evaluate efficacy of existing properties	Perform annual review of all properties during budget development process and propose adjustments to Board	Annual

GOAL VI – Partnerships

Collaboration with NGOs	Enter agreements with Non-Governmental Organization collaborators including local museums and purveyors of environmental education curricula; and preservation, conservation and restoration programs and projects on and off of MPRPD-owned properties	Ongoing
Collaboration with governmental organizations	Enter agreements with Governmental Jurisdictions to provide educational programs; environmental and cultural preservation/conservation/restoration efforts; environmental monitoring at the landscape level; integrated planning and implementation of management plans for abutting or proximal properties and trail corridors; entering joint management agreements where appropriate, etc.	Ongoing
Advance the Lobos-Corona Parklands Project	In partnership and coordination with the Point Lobos Foundation, the Big Sur Land Trust and California State Parks, MPRPD will participate in a minimum of at least one meaningful project annually	Annual
Increased interaction with Business Community	Strengthen relationship with Business Community – not just like-minded organizations	Ongoing
Partner with Universities and Community Colleges	Develop capstone projects/internship programs in partnership with local institutions of higher learning	Annual

Volunteer Enrichment – Strategic Planning Meeting

September 12, 2015

I. INTRODUCTION - Meeting's topics of discussion:

A. Strategic Plan's Goals:

- I. Enhancing MPRPD's relevance
- II. Stewardship through land-use planning and management
- III. Investing in human capital
- IV. Engaging people with nature
- V. Maintaining financial stability

B. Volunteer and visitor experience enhancement:

- I. How does MPRPD improve visitors' experience?
- II. How does MPRPD improve volunteers' experience?

II. WHAT ARE THE "BIG THOUGHTS" – What are the big ideas?

- A. Concern about acquiring lands and not having appropriate number of personnel and resources
- B. Emphasis on stewardship (Example: Indonesia restoration of forested area – “plant a tree program” may be a good model to replicate at MPRPD)
- C. I.D. a “small thing” that needs to be done - small tasks add up to make a big difference
- D. Divestiture of some properties that are “not required” – including structures / rentals that do not add value to public experience or MPRPD's mission
- E. Economics versus environment (How do we reach a balance in our region and what is MPRPD's role?)

ATTACHMENT 2

- F. Establish carrying capacity for our open spaces – but not sure how this is “enforced” as many properties have multiple points of access and limited staffing capacity?
- G. Eradication of invasive species on all district lands & restore lands with native vegetation to reestablish habitat
- H. Ramp-up public education with emphasis on “what we are doing and why we are doing it, is important”
- I. Increase direct interaction with local business community - not just “like-minded” communities
- J. What is MPRPD legally required to do under its enabling legislation?

III. RELEVANCE – How do we make MPRPD relevant to entire District?

- A. “Thru” hiking (park to park/multi-jurisdictional trails)
- B. Palo Corona – make it accessible NOW!
- C. Website showing all parks irrespective of jurisdiction in region and links on MPRPD’s web site (MPRPD takes lead on this regional park and open space map)
- D. Local Visitors and Convention Bureaus - what are their roles and how can they help MPRPD be more visible and advance our mission, and who and how do we focus on:
 - i. Visitors v. residents
 - ii. In-district residents v. regional residents
- E. Our primary obligation is to residents paying into district (example: Marina, and other in-district cities)
- F. Have a presence in District’s communities by enhancing our presence at all District parks
- G. Question: Do residents want what we offer? (Marina Dunes Preserve)

- H. Reach younger demographic; attract kids and parents will come (Example: Science Saturday @ P.G. Museum)
- I. Interaction thru local and regional media (Example: /Pinecone/Weekly/Herald/etc.)
- J. CSUMB – Capstone projects in partnership with MPRPD and local communities (including projects in Marina)

IV. WHAT ARE THE KEY THINGS WE CAN DO TO IMPROVE VISITOR EXPERIENCE?

- A. Improve access to open space and parks not presently accessible to the general public and focus on making these properties ADA accessible, too
- B. Make extant properties better through additional and improved facilities
- C. Partner with other organizations and parties to expand service level
- D. Outreach and training to have users “police” activities (example: equestrian community helps with “trail management”/getting word out as to best way to responsibly use the park)
- E. Compatibility of use must be evaluated and implementation must appropriately be coordinated (dogs, horses, bikes, etc.)
- F. Provide a permanent foot-bridge at Garland Ranch Regional Park
- G. Provide universal trails and staging areas to comply with ADA and enhance accessibility to our natural areas
- H. Annual review of each property for efficacy of use, repairs, identify additional opportunities
- I. “Badly” behaved dogs and their owners must be controlled or banned until they correct the behavior
- J. Expand education about the land, how to behave and use it responsibly, maintain, etc.

- K. “Connectability” from MPRPD properties to other landscapes, communities, etc.
- L. Lobos Corona Parklands Project partnership must continue to be supported by MPRPD and efforts between the partners should be well coordinated to ensure complimentary and consistent administration, maintenance/operation, education programs, interpretive exhibits and park signage
- M. More communication in general
- N. Impacts of increased visitation on wildlife/land must be analyzed with the goal of reaching balanced stewardship
- O. Improve volunteer experience, hire more volunteers, and increase volunteer hours’ availability and flexibility
- P. Visitor center – kids need more options (partner with P.G. Museum)
- Q. Rotating exhibits matched to season
- R. Hold a brainstorming session with volunteers, staff and others to determine how MPRPD can make V.C. better
- S. Hold docent meetings at GRRP V.C. – outside, under the porch, to enhance experience and increase visibility
- T. Expand opportunities at GRRP V.C. /arboretum to enhance public’s knowledge on how to use native plants
- U. Own our own office (look at NOAA bldg. in P.G. and other sites)
- V. Identify WHO our visitors are

V. VOLUNTEER EXPERIENCE – How do we enhance it?

- A. Volunteers join MPRPD’s Rangers and Conservation Manager on a “ride-along” and shadow or help with a project with the goal of increasing interaction with Rangers and Conservation Manager

- B. MPRPD should include a website volunteer blog similar to that on the Point Lobos' site
- C. Inform volunteers as soon as possible – but NOT through minutes - about what goes on at board meetings
- D. Class/program registration process must be improved; the website does not always I.D. registrants
- E. Simplify website use/registration process
- F. Minutes should be taken at volunteer enrichment meetings and provided to volunteers who could not attend as well as any interested parties
- G. Hold regular meetings that include volunteers, administration, Jackie Nelson and Debbie Wyatt; Jackie and Debbie should also serve as a liaison with administration to provide and receive information
- H. MPRPD should research and benchmark against other docent programs
- I. MPRPD will need to recruit and hire more volunteers as we acquire and open additional properties, in addition to extant sites that require the same consideration
- J. Bring in experts in their field as part of a lecture series for volunteers and others
- K. Hold special events and activities such as hikes for volunteers, including tours to areas that may not be available to the general public as a means of education
- L. Include volunteers in the organization's various planning processes (examples: strategic plan, Palo Corona RP master plan, etc.)
- M. More flexibility re: scheduling of programs because additional personnel are necessary
- N. Volunteers should have accessibility and authorization to provide programs and activities at Palo Corona Regional Park's backcountry

- O. Volunteers should be given the opportunity to express ideas on areas of interest and develop programs accordingly, as appropriate (Identify specific categories and specialties)
- P. An annual meeting should be held to include volunteers and seek their input as to what programs they would like to try or offer
- Q. Identify specific skill sets that are desired by MPRPD for educational. Interpretive, construction, design, graphics, maintenance and other specializations and recruit and hire accordingly.

VI. FEEDBACK – what will this information be used for and how will it be used?

- Follow-up on how info is/was used is desired by volunteers.
- How do we convey information that was discussed during this meeting to folks who did not attend today?
- What will MPRPD do if ballot measure does not pass?
- Can volunteers provide info on ballot measure?
- Next Steps:
 - MPRPD will continued refinement of data
 - A presentation regarding this meeting and its content will be provide to the MPRPD Board of Directors, most likely at the September Strategic Planning meeting
 - MPRPD will be meeting with other “like-minded” organizations (example: state parks) to obtain their perspective on MPRPD and said organization’s Strategic Plan