

MONTEREY PENINSULA REGIONAL PARK DISTRICT

*Preserving and Protecting
Parks and Open Space*

*Strategic Plan
2016-2020*



mprpd.org

ADOPTED BY MPRPD BOARD OF
DIRECTORS DECEMBER 2015



Strategic Plan 2016-2020

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MPRPD PROPERTIES



MISSION, VISION & VALUES

MISSION

To acquire and maintain open space in the District for preservation and use, working with partners and the community, for public benefit, enjoyment and environmental protection.

VISION

To have several large well managed parks distributed regionally across the District, representing a variety of habitats, concurrently protecting our environment and enhancing our community's health, recreational and environmental education opportunities.

VALUES

To have safe, accessible open space for recreation enjoyment and protection of natural resources, and native habitat and wildlife.

OUR STORY

In March of 1970, the Sierra Club hosted a forum regarding the water supply problem on the peninsula. A year later, the Sierra Club, League of Women Voters, and Audubon Club joined forces to create the Committee for Open Space. The District boundaries were identified, matching the Monterey Peninsula College District. In November 1972, pursuant to Public Resources Code, Section 5500, the voters of Monterey County approved Measure A, creating the Monterey Peninsula Regional Park District.

The District was entrusted to acquire lands for the express purpose of preserving open space and providing recreational opportunity. Since then, the District has protected approximately 13,050 acres of open space, acquiring or helping to acquire a total of 24 parks and open spaces, including Garland Ranch Regional Park – offering the California Central Coast's premier trails experience, Palo Corona Regional Park - the gateway to Big Sur, and the Joyce Stevens Monterey Pine Forest Preserve – the largest remaining native Monterey Pine forest in the world.

Partnerships with governmental, for-profit and not-for-profit organizations, and academic institutions continue to be instrumental in providing park, recreation and environmental education opportunities for the region's residents and visitors, and important natural and cultural resource preservation, conservation, and restoration projects including invasive species removal, the re-establishment of critical habitat, and the protection and reintroduction of many threatened and endangered species, including the California condor.



THE PLANNING PROCESS

This 5-year Strategic Plan reflects input from the public, 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 management plans will be created 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.

The terms for this Strategic Plan and future Annual Plans are:

GOAL: An outcome statement that guides a program or management function.

STRATEGY: A coordinated, broad approach or direction adopted by an organization in response to the environment 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
T = TIME
CONSTRAINED



EXECUTIVE SUMMARY

MPRPD's SEVEN GOALS for the NEXT FIVE YEARS

#1 – Stewardship of Parks and Open Space through Land Use and Conservation Planning:



Enhance or enlarge the largest existing open space areas and consider the divestiture and transfer of those properties that no longer support MPRPD's mission or vision. This goal also recognizes the need to develop master plans for all retained District properties, with a priority focus on the most-used and largest properties, and highlights the opportunity for external recognition by becoming a national leader in park management, environmental education, and natural resource preservation, conservation and restoration.

#2 – Engaging People with Nature:



Engaging people with nature first requires a solid infrastructure of visitor experience. This goal aims to direct attention to providing adequate access to seamless trail experiences across various land management jurisdictions, enhancing opportunities for all people, and overcoming language, cultural or physical barriers to access and use the District's parks and open space.

#3 – Enhance MPRPD's Relevance to our Community District-wide:



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 serves a diverse group of users.

#4 – Collaborative Partnerships:



Within all parameters established by the State of California, MPRPD will pursue and may enter appropriate agreements with other governmental jurisdictions, non-governmental organizations and other parties to advance MPRPD's mission, responsibilities, provision of services, or other appropriate applications.

(Photograph courtesy of Pacific Grove Museum of Natural History)

EXECUTIVE SUMMARY

MPRPD's SEVEN GOALS for the NEXT FIVE YEARS - continued -

#5 – 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.

#6 – Maintain Financial Sustainability:



The key to MPRPD's financial success is to continue to operate within a balanced budget, wisely using its limited financial resources to maximize our service delivery to the best of our ability.

#7 – Review Items Considered but May Not be Completed in Next 5-Years:



Several items were identified in the strategic planning process that, while compelling and perhaps even vital, could not realistically be completed within this plan's initial 5-year implementation period. Further, during the course of the plan's projected 5-year life cycle, new information will surface that must be evaluated, and, as appropriate, modifications to the plan may be considered.





Goal #1

Stewardship of Parks and Open Space through Land Use and Conservation Planning

STRATEGIES

Be a national leader in natural and cultural resource preservation, conservation and restoration

Master plan all MPRPD properties with a priority focus on the most-used and largest open space areas; incorporate corresponding Capital Improvement and Cyclical Maintenance plans for each site

OBJECTIVES

Enhance preservation and conservation of natural resources, endangered and other native species, and restore habitat on suitable MPRPD properties through safe harbor agreements and/or activities similar to those implemented at Palo Corona Regional Park

Enhance cultural resource conservation, preservation and restoration of MPRPD's prehistoric and historic sites

Develop implementation plan for invasive species management at Palo Corona Regional Park

Develop implementation plan for fuel-load and fire management plan on District properties

Collaborate with Monterey County Parks to develop a staff-generated concept plan for an integrated trail system between Jacks Peak County Park and MPRPD's Joyce Stevens Monterey Pine Forest Preserve

Complete consultant-generated General Development Plan for Palo Corona Regional Park

DUE

ONGOING

ONGOING

WINTER 2016

WINTER 2016

ONGOING

FALL 2016

STRATEGIES

OBJECTIVES

DUE

Master plan... (continued)

Complete staff-generated graphic concept plan for Garland Ranch Regional Park

FALL 2018

Explore trail connectivity and access opportunities for a potential Marina-Seaside Trails Preserve

FALL 2019

Develop and Implement public and employee safety protocols for all MPRPD properties

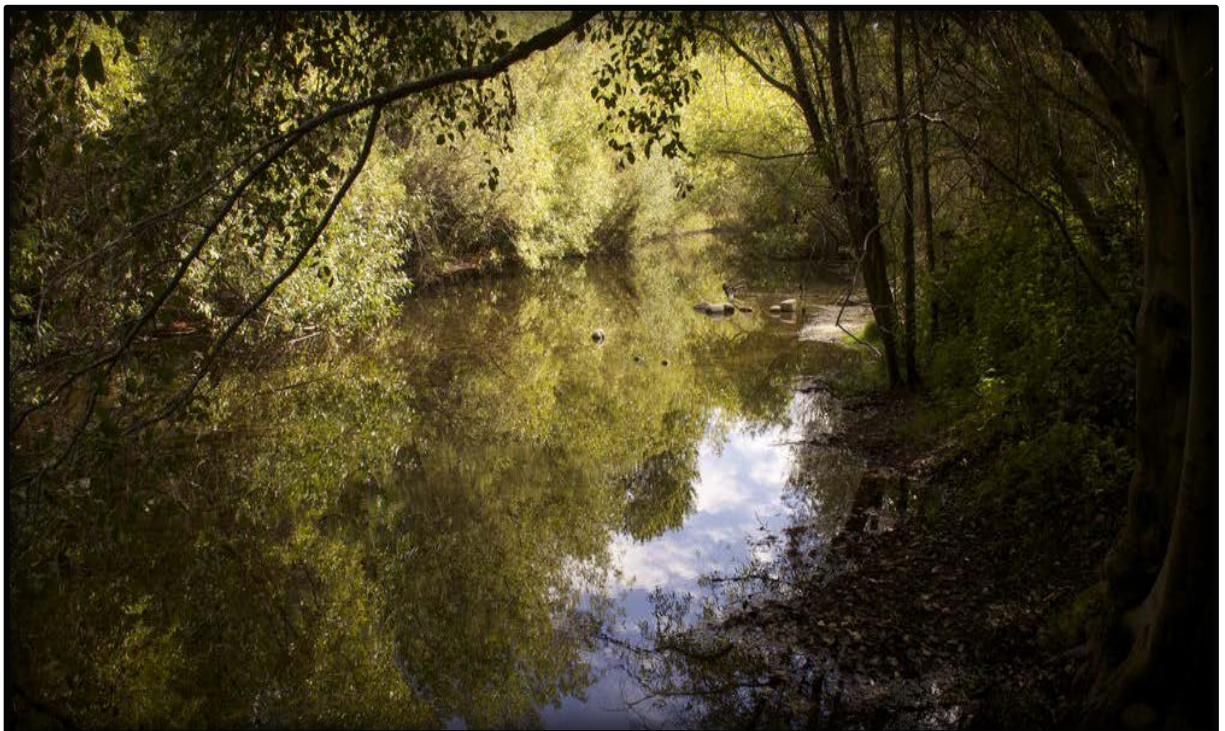
In alignment with Government Code and the MPRPD Injury and Illness Prevention Program, regularly review public safety concerns and address items through the development and implementation of appropriate policies and procedures

ANNUAL

Integrate planning and environmental monitoring of properties owned and/or administered by MPRPD

In collaboration with the County of Monterey Parks Department (County Parks), develop a landscape-level integrated habitat monitoring and resource management plan for Jacks Peak County Park and MPRPD's Joyce Stevens Monterey Pine Forest Preserve

SUMMER 2019





STRATEGIES

OBJECTIVES

DUE

Increase visitation to MPRPD properties, and increase number and variety of programs offered

Recruit volunteers with skills in education and interpretation; maintenance; trades and construction; graphic art; information technology; marketing; communications; etc., to enhance public use of existing and new properties

ONGOING

Enhance K-12 student access to programs and open space

Subject to availability of funding, provide transportation grants to schools within MPRPD boundaries

ANNUAL

Provide access and use of MPRPD properties to collaborators, allowing them to provide their activities, programs and events on District properties, and report program efficacy to Board

ANNUAL

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, and report program efficacy to Board

ANNUAL



STRATEGIES

OBJECTIVES

DUE

Interpretive Environmental Education and Interpretation Master Plans for all MPRPD properties with a priority focus on the most-used and largest open space areas

Develop Interpretive Master Plan (EE Plan) for MPRPD

FALL 2016

Integrate Palo Corona Regional Park's General Development and EE Plans

FALL 2016

Complete staff-generated EE Plan for Garland Ranch Regional Park

FALL 2018

Collaborate with County Parks to complete a staff-generated EE Plan for Jacks Peak County Parks and the Joyce Stevens Monterey Pine Forest Preserve

FALL 2019

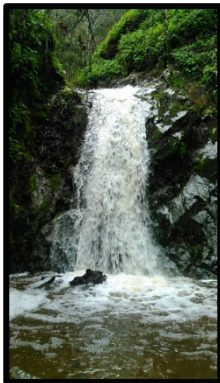
Provide high quality experiences to MPRPD's open space and park users

Research regional and national user demands and trends

EVERY 5-YEARS (Beginning FALL 2017)

Benchmark against other open space and park organizations in the United States to determine the best service-delivery methods for interpretive and environmental/cultural education programming, open space recreation, and facilities including exhibits signage, trails, restrooms, etc.

EVERY 5-YEARS (Beginning FALL 2017)





STRATEGIES

OBJECTIVES

DUE

***Let's Go Outdoors!
catalogue as a marketing
and research tool for
MPRPD and collaborators***

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

***Provide public access
to Palo Corona
Regional Park's Front
Ranch without the need
for an access permit***

Identify potential alternative means of accessing and potentially operating the park from other properties and explore their acquisition

ONGOING

Complete construction of parking area

SPRING 2016

Complete General Development Plan and obtain permit from County allowing enhanced access to park

FALL 2016

Upon completion of the General Development Plan, work with County to allow enhanced or permit-free access to park

FALL 2018



STRATEGIES

OBJECTIVES

DUE

Engage all people in outdoor recreation and environmental education

Subject to the availability of funding, initiate design and installation of exhibits, facilities and programs that are family-friendly with a special focus on children

SUMMER 2017

Develop a user-friendly, multi-media accessible map and matrix listing specific amenities offered at each MPRPD property

FALL 2017

Consider joint management of County-owned properties and develop projects in proximity to Monterey, Del Rey Oaks, Sand City and Seaside

In collaboration with Monterey County Parks, explore feasibility of Jacks Peak County Park's administration by MPRPD

SUMMER 2017

Provide access to MPRPD's properties, programs and activities to a diverse audience

Determine user preference and demand, and the most effective means to reach a diverse audience by soliciting public input and, based on findings, improving properties as appropriate for MPRPD

FALL 2017

Provide public access to Palo Corona Regional Park's "Backcountry"

Develop and implement access protocols and permitting system to facilitate public access to backcountry

FALL 2018

Consider joint management of County-owned properties and develop projects in proximity to the cities of Marina, Seaside and Del Rey Oaks

In collaboration with Monterey County Parks, and in support of Fort Ord Recreation Trail and Greenway project's mission, explore site management opportunities for a potential Marina-Seaside Trails Preserve

SUMMER 2019

Provide multi-sensory exhibits

Prioritized by user demand and in response to each site's Master Plan, design and construct multi-sensory exhibits

WINTER 2020

Provide universal trails (universal trails are trails designed and constructed to be accessible by users with ambulatory challenges)

Prioritized by user demand and in response to each site's Master Plan, design and construct universally accessible trails

WINTER 2020





Goal #4

Collaborative Partnerships

STRATEGIES

OBJECTIVES

DUE

Collaboration with governmental organizations to enhance and advance this Strategic Plan's goals

Enter agreements with Governmental Jurisdictions to provide educational programs; environmental and cultural preservation, conservation and 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 as appropriate, etc.

ONGOING

Collaboration with NGOs to enhance and advance this Strategic Plan's goals

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

Increased interaction with Business and Health Community

Strengthen relationships by linking with and periodically presenting MPRPD-related issues and programs to the Business Community, and joining local Chambers of Commerce

ONGOING



STRATEGIES

OBJECTIVES

DUE

***Partner with Universities
and Community Colleges***

Enhance conservation science program and projects with internship programs in partnership with institutions of higher learning, for various purposes including performing scientific research and monitoring on MPRPD properties

ONGOING

***Advance the Lobos-
Corona Parklands Project***

In collaboration with the Point Lobos Foundation, the Big Sur Land Trust and California State Parks, MPRPD will participate as an equal partner in accomplishing the vision of the MOU signed April 17, 2014, by collaborating in at least one public benefit partnership project per year

ANNUAL



Photo courtesy of Ventana Wildlife Society



STRATEGIES

OBJECTIVES

DUE

Provide meaningful recognition of collaborators, board, volunteers and staff

Acknowledge individuals and organizations that contributed significantly to the advancement of MPRPD's mission and vision

ONGOING

Provide professional experience and growth for future open space and park industry leaders

Benchmark against regional and state models and other organizations' programs

ONGOING

Offer mentoring, "shadowing" opportunities and/or special assignments to interested staff, as appropriate

ANNUAL

Enhance MPRPD's communication internally and externally

Provide presentations to civic and public organization meetings and events

ONGOING

Improve and enhance communication between staff and volunteers through Institutionalized scheduled meetings and updates including summary of Board meetings

WEEKLY & MONTHLY

Provide Board of Directors updates between regular Board meetings

MONTHLY



STRATEGIES

OBJECTIVES

DUE

Provide professional staff development and support

Staff participation in at least one work-related class and/or symposium or conference per year; provide internal cross-training opportunities, staff members taking the lead on specific projects

ANNUAL

Align human resources with MPRPD's needs

Develop staffing models based on outcome of Strategic Plan and the potential addition of properties as acquired, and subject to availability of funding, reflect staffing model modifications in budget

ANNUAL

Attract and retain a workforce representative of regional demographics

Develop and revise personnel succession plan

ANNUAL

Perform market research to benchmark employee wage and compensation range, reflecting compensation and benefits packages offered by the Central Coast's tri-county agencies, especially Special Districts, of similar size and scope. Subject to availability of funding, phase salary adjustment as appropriate, reflecting the region's wage and compensation rates

EVERY 5-YEARS





STRATEGIES

OBJECTIVES

DUE

<i>Evaluate efficacy of existing programs</i>	Perform annual review of all programs during budget development process and propose adjustments to Board	<i>ONGOING</i>
<i>Evaluate efficacy of existing properties</i>	Perform annual review of all properties during budget development process and propose adjustments, including recommendations for divestiture of existing properties as appropriate, to Board	<i>ONGOING</i>
<i>Reduce expenses by owning office building</i>	Seek an appropriate property or building to acquire and use as MPRPD's main office to avoid long-term rental costs	<i>ONGOING</i>
<i>Financial Reserves</i>	Maintain a minimum of a six-months reserve at all times to cover MPRPD's costs	<i>ANNUAL</i>
<i>Research and implement best business practices</i>	Meet all requirements necessary to qualify for award and/or other external recognition, especially as they pertain to fiscal transparency	<i>ANNUAL</i>



STRATEGIES

OBJECTIVES

DUE

***Maintain or enhance
current revenue***

**In conformance with California state explore
formation of advocacy groups**

SPRING 2016

**Place tax measure on ballot to maintain the
same level of funding as the existing
assessment**

***As early as
SPRING or
FALL 2016***

**In the event tax measure does not pass,
develop contingency plan and its
implementation in preparation for current
Assessment District's 2019 sunset**

FALL 2017

***Enhance revenue through
events, rental and/or
concessions***

**Evaluate other governmental organizations'
revenue streams and options within District,
and provide recommendations to the Board**

SPRING 2017





Goal #7

*Review Items Considered but May
Not be Completed in Next 5-Years*

STRATEGIES

*Vet previously identified
programs for possible
consideration*

*Vet additional new goals,
objectives and strategies*

OBJECTIVES

Analyze items identified during the initial strategic planning process that, while compelling and perhaps even vital, were not included as they could not realistically be completed within the plan's initial 5-year implementation period, and, if appropriate, revise the plan accordingly to include those items

Analyze additional new goals, objectives and strategies, and revise the plan accordingly to include those items, as appropriate

DUE

ANNUAL

ANNUAL



ACKNOWLEDGEMENT

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CONSULTANT

Steve Dennis, Project Consultant

MPRPD's VOLUNTEERS, RESIDENTS & VISITORS

MPRPD BOARD of DIRECTORS

Kelly Sorenson, President - Ward 1

Shane Anderson - Ward 2

Katie Pofahl - Ward 3

Kathleen Lee - Ward 4

John Dalessio - Ward 5



Preserving and Protecting Parks and Open Space



MONTEREY PENINSULA REGIONAL PARK DISTRICT

Rafael Payan, PhD – General Manager
60 Garden Court – Suite 325
Monterey, CA 93940 – 5345
831.372.3196

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