

The Point Cabrillo Lightkeepers Association's

Strategic Plan

2013-2014 (2 Years)

**For Management of the Point Cabrillo Light
Station State Historic Park**



**Adopted by the Point Cabrillo Lightkeepers Association Board
of Directors on January 23, 2013**

**Point Cabrillo Lightkeepers Association
Strategic Plan 2013-2014
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Point Cabrillo Lightkeepers Association

Mission Statement:

To ensure this “national treasure“ for current and future generations, the mission of the Point Cabrillo Lightkeepers Association is to manage, protect, restore, interpret, and provide public access to the historic Point Cabrillo Light Station State Historic Park, and to assist State Parks in maintenance of the historic structures and gardens.

Values:

The following values of the Point Cabrillo Lightkeepers Association will serve to guide our future decisions and activities:

- **Ensure public access to the Point Cabrillo Light Station and Nature Preserve**
- **Promote the significance of all the historic and natural resources through quality visitor education and interpretive programs**
- **Protect the historic integrity of the Light Station**

Enhance and protect the wildlife habitat outside the 30 acre Light Station.

- **Restore and preserve the historical character of the site**
- **Promote and sustain strong volunteer involvement in all aspects of operations**
- **Advocate for community interests and concerns at every level of management, planning, and actions**

Governance:

Board Responsibilities:

- 1. Set general policy and uphold mission statement**
- 2. Uphold fiduciary responsibilities**
- 3. Review and oversight of work programs, finances, site activities, and employees.**
- 4. Provide insight and support for any employees.**
- 5. Provide personnel management for any employees.**
- 6. Oversight of relationships with Parks and other State and Federal Agencies**

Directors:

- 1. The number of Board Directors will not be less than 5, or more than 11**
- 2. The term of office for a Director is two years, renewable**
- 3. Directors can be removed after 3 unexcused absences or a 2/3 vote of the board**
- 4. The Board President can appoint a new Director to fill an unexpired term, subject to confirmation by the board**

Officers:

The following officers will be elected each year at the annual meeting, which will be the first meeting of each year:

**President
Vice President**

**Secretary
Treasurer**

No director shall hold more than 1 officer position simultaneously, except on an interim basis...

Committees:

Committees and working groups will be formed as needed and approved by the Board.

Board Meetings:

The Board of Directors will normally meet monthly, but no less than quarterly. Reports will be submitted by the Treasurer at each Board meeting and by committee chairs, working groups and staff as deemed necessary and appropriate by the Board, staff and committee chairs

Environment:

External Challenges

- **DPR Politics and funding**
- **Prioritization for Pt. Cabrillo within the State Parks System**
- **Renewal of Concession Agreement.**
- **DPR General Plan**
- **Water System**
- **Septic System**
- **Economy**
- **Environmental threats**

Internal Challenges

- **Board member burnout**
- **lack of sufficient paid staff**
- **Shallow donor base**
- **Limited fundraising experience**
- **Website**
- **Insufficient volunteer base**

Internal Strengths

- **Lighthouse attraction**
- **Volunteers**
- **Board with no hidden agendas**
- **Rich Educational Environment**
- **Longevity of Organization**
- **Solvent**
- **Supportive neighbors**
- **Partnerships (USCGA, Mendocino Coast Audubon etc)**

Strategic Considerations:

Opportunities

- **Expanding Education**
- **Expanding Visitor Services**
- **Enhancing Partnerships**
- **Expanding Marketing – utilizing social media**
- **Fundraising**
- **Taking on maintenance responsibility within and outside the Lightstation**
 - **Reopening Bathrooms**
 - **Increase weddings; vows/renewals/ceremonies**

Priorities

- 1. Increase authenticity of Point Cabrillo Light Station by restoring West House and the Light Station picket fences.**
- 2. Expand and improve Education/Interpretative Programs**
- 3. Increase visitor ship to Point Cabrillo**
- 4. Increase Revenue**

Two Year Goals:

- 1. Expand Education Efforts**
 - a. more training for volunteers**
 - b. turning trainees into trainers**
 - c. bring in outside experts for training**
 - d. expand partnerships**
- 2. Increase Visitor numbers by 10%**
 - a. marketing**
 - b. outreach**
 - c. signage**
 - d. improve Smithy Exhibit**
- 3. Increase revenue**
 - a. improve wedding Procedures**
 - b. expand wedding opportunities**
 - c. improve marketing**
 - d. improve revenue stream -- effectiveness**
 - e. identify new opportunities**
 - f. initiate vacation rental use of the West house**

- 4. Succession planning for the Board**
- 5. Upgrade listing on National Historic Register**
- 6. Restore the West House to increase authenticity of Point Cabrillo**
- 7. Restore Light Station fences – incorporate into garden plan**
- 8. Renew Parks PCLK Concession Contract:**
 - a. Emphasize the excellence of the PCLK Concession in the State Parks system**
 - b. Re-investigate the case for extension on a sole source rather than bid basis. Justification: Continue the commitment to the local community and provides a seamless transition with less cost to DPRs**
 - c. Continue to generate an annual report to Parks outlining the many contributions the PCLK has made during the period to the benefit of Parks**
 - d. Gather documents and proof as outlined by other models to be ready when opportunity arises.**

Long Term Goal: (beyond two years)

Complete Full Restoration and Reconstruction of the Historic Light Station (water tower, pump house, and barn)

Value:

- Barn will provide much needed space for interpretive displays and activities, education facilities, and community meeting space**
- Reconstructed facilities will complete the historical site and expand access**

Challenges:

- 1. Funding**
- 2. No General Plan (DPR)**

Desired Legacy:

- 1. High Visitor Satisfaction – Joy!**
- 2. Restoration is complete and maintenance is current.**
- 3. Volunteer opportunities are attractive and volunteers know they are appreciated.**
- 4. Volunteers are empowered to lead.**
- 5. PCLK has good relations with DPR.**
- 6. PCLK is solvent.**
- 7. Incredible landscape (gardens and overall appearance of property)**