

**The Point Cabrillo Lightkeepers Association**

# **Strategic Plan**

**2004 –2008 (5 Years)**



**April 24, 2004**

**Point Cabrillo Lightkeepers Association  
Strategic Plan 2004-2008  
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# **Point Cabrillo Lightkeepers Association**

## **Mission Statement:**

**The mission of the Point Cabrillo Lightkeepers Association is to preserve, restore, maintain, interpret, and provide public access for the historic Point Cabrillo Light Station and Nature Preserve ensuring a “national treasure“ for current and future generations.**

## **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**
- **Protect and enhance the wildlife habitat on the Nature Preserve**
- **Restore and preserve the historical character of the site**
- **Represent community interests and concerns at every level of management, planning, and actions**

**Point Cabrillo Lightkeepers Association**  
**Governance**

**o Board Responsibilities:**

- 1. Set general policy and uphold mission statement**
- 2. Uphold fiduciary responsibilities**
- 3. Review and oversight of work programs, finances, and site activities through Executive Director**
- 4. Provide insight and support for Executive Director**
- 5. Provide personnel management for Executive Director (appraisal, counsel, compensation)**
- 6. Oversight of relationships with Parks and CSCC**

**o Directors:**

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

**o Officers:**

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

<b>President</b>	<b>Secretary</b>
<b>Vice President</b>	<b>Treasurer</b>

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

**o Committees:**

**The current standing committees are:**

- Executive**
- Community Outreach**
- Finance & Planning**
- Programs**
- Restoration**

**o Board Meetings:**

**The Board of Directors will normally meet monthly, but no less than quarterly. The Executive Director will provide the Board a regular report covering status and plans of work programs, projects, finances, and personnel. Committee chairs will submit a brief written summary report of activities and decisions.**

**Point Cabrillo Lightkeepers Association**  
**Environment**

**External Challenges**

- State financial situation
- Parks bureaucracy, pace, and funding
- Approvals for plans and permits
- Securing approval for largest CSCC Request for Funds to date
- Renewal of Concession Agreement after 10 years

**Internal Challenges**

- Staff workload and limited resources
- Need to expand volunteer corps significantly
- Adequate return of funds from existing activities
- Meshing schedules to bring buildings on-line
- Temporary office space and storage through restoration period
- Improvements to published materials (paper, electronic)
- Commitment to Barn
- Recruiting proper board skills and commitment

**Opportunities**

- Guided Lighthouse tours
- Lodging (B&B)
- Weddings and other special events
- Acquisition of in-holding properties
- Legacy Program for period donations
- Expand access while protecting resources
- Partnerships with other Mendocino historical destinations
- Development of donor relationships

**Point Cabrillo Lightkeepers Association**  
**Strategic Focus**

- 1. Provide timely, cost-effective restoration, management, and interpretation of the Light Station**
- 2. Generate a revenue stream in order to become self-sufficient**
- 3. Obtain adequate human and financial resources to achieve the strategic goals**
- 4. Expand utilization of volunteers in programs and restoration**
- 5. Improve in-house financial controls with expanded reporting capability and tight relationships**
- 6. Improve the relationships with Parks, the Conservancy, and the community in support of restoration, management activities, and PCLK goals**
- 7. Manage the dependencies (General Plan Usage, Water, Septic) and complete a business model for visitor services involving the Middle, and possibly Western, House with their Outbuildings**
- 8. Understand and prepare for the implications and alternatives of an unplanned decommissioning of the Aids-to-Navigation**
- 9. Generate a concentrated focus on public awareness through public relations activities, signage, outreach, and other activities**
- 10. Reevaluate the communications plan with an editorial committee to guide future content, messages, and frequency**
- 11. Create a plan for every program and activity the PCLK plans to undertake or is continuing**
- 12. Expand and formalize PCLK fundraising and tracking activities**
- 13. Proactively advocate for and participate in ecological impact studies**

**Point Cabrillo Lightkeepers Association**  
**Strategic Imperatives**

- 1. Update the Historic Structures Report with the adaptive use changes in 2004**
- 2. Implement an expanded Septic System in 2004**
- 3. Secure approval for an Amendment to the Mendocino LCP by the end of 1Q 2005**
- 4. Encumber the Conservancy \$4 million grant in fiscal 2004...**
- 5. Commence lodging revenue generation by 2005...**
- 6. Become financially self-sustaining having established the annual revenue required to be such before 2006 ...**
- 7. Complete restoration of the historic Light Station by 2006 with additional financial and development contingency plans for later completion...**
- 8. Plan to invest any earnings from lodging as expenses into site interpretation, education, maintenance, and improvements, keeping close track of all financial contributions...**

**Point Cabrillo Lightkeepers Association**  
**Strategic Goals**

- #1 Complete Full Restoration of the Historical Light Station**
- #2 Capitalize on Opportunities to Become Self-Sustaining**
- #3 Enhance External Relationships and Coordination with State Agencies**
- #4 Develop Source of Future Funds to Invest in the Site**
- #5 Address Staffing Needs to Fulfill our Mission**

**Additional Internal Goal**

- #6 Improve the Effectiveness, Development, and Structure of the Board**



# Point Cabrillo Lightkeepers Association Strategic Plans

## Goal #1 - Complete full restoration of the historic Light Station

### Indicators:

- Meet historical/restoration guidelines in full spirit
- Manage resource and time constraints
- Ensure partners live up to their commitments

### Objectives:

1. Complete projects with high quality, on or under budget 2Q '04-4Q '05  
(cost/duration).
  - On the job management focus
  - Learn from experience and apply to subsequent steps
  - Combine activities, improve techniques, arrange flow to advantage
  - Challenge/defer unnecessary requirements
  - Secure employee commitment and “buy-in”
2. Do everything possible to push LCP amendments, zoning, 1-3Q '04  
and use permits.
  - Lobby County Planning Commission, Board of Supervisors, Coastal  
Commission, County Planning and Building Dept., Environmental  
Health, Water Resources Board, etc.
3. Secure CSCC funding to complete the project. 2-3Q '04

<p><b>East Outbuilding</b> (Restrooms) <b>East Lightkeepers House</b> (Museum, Offices) <b>Middle Head Lightkeepers House</b> (B&amp;B Adaptive Use) <b>West/Middle Outbuildings</b> (B&amp;B Adaptive Use) <b>West Lightkeepers House</b> (Managing Couple, Interpretation) <b>Water Tower</b> <b>Utility Buildings</b> (Electrical, water)</p>
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# Point Cabrillo Lightkeepers Association Strategic Plans

## Goal #2 – Capitalize on Opportunities to Become Self-Sustaining

### Indicators:

- Prudent selection/implementation of opportunities
- Generate early and sustained income
- Promote the nature preserve to the public
- Expand the use of facilities
- Protect natural and historic resources
- Reinvest continually in the site
- Develop major focus on B&B development
- Acquire adjoining “in holdings” to expand the site

### Objectives:

1. Develop the B&B business model 3-4Q '04
  - Emphasize interpretive/educational groups
  - “Provide High Quality experiences”
  - Ensure ADA accommodations
  - Maximize revenue return with provision for all to afford
  - Begin acquiring/deciding furnishings, serving ware, etc.
  - Use “Legacy Program” to acquire (use temporary storage)
  - Include promotion plan for roll out
  - Secure high level Parks approval of approach at appropriate time
  - Run expenses for site through B&B (maintain non-profit status)
2. Develop plans for “early” revenue generation 2-4Q '04
  - Weddings
  - Lighthouse tours
  - Family day celebrations
  - Frolic ale
3. Promote Light Station and Nature Preserve to public On-Going
  - Linkages to other groups
  - Market to more of the local community
  - Establish a communication internship with college or university to boost P.R. resources
  - Re-evaluate publications (quality/cost) including fine tuning web site
4. Expand the visitor services On-Going
  - Use landscape as a palette for beautiful design
  - Secure/create attractive, consistent, and complete signage
  - Establish more control over visitor use of the property
  - Find a way to exploit the farmhouse (along with Parks camp host)

- |   |                         |
|---|-------------------------|
| <p><b>5. Balance natural resource needs with visitor impacts</b></p> <ul style="list-style-type: none"> <li>- <b>Address philosophical issues</b></li> <li>- <b>Take proactive management steps</b></li> </ul>  | <p><b>On-Going</b></p>  |
| <p><b>6. Grow the Preserve</b></p> <ul style="list-style-type: none"> <li>- <b>Develop plan to acquire Highlands</b></li> <li>- <b>Watch for opportunity with little yellow house property</b></li> </ul>   | <p><b>On-Going</b></p>  |
| <p><b>7. Ensure Museum plan evolves</b></p> <ul style="list-style-type: none"> <li>- <b>Review plans</b></li> <li>- <b>Monitor implementation</b></li> <li>- <b>Maximize/promote “Legacy Program”</b></li> </ul>  | <p><b>Immediate</b></p> |
| <p><b>8. Strengthen commitment to Barn reconstruction</b></p> <ul style="list-style-type: none"> <li>- <b>Historical/Visitor Access significance</b></li> <li>- <b>Refine uses and importance to visitor access/interpretation</b></li> <li>- <b>Identify sources of funds</b></li> </ul> | <p><b>Immediate</b></p> |

**Point Cabrillo Lightkeepers Association**  
**Strategic Plans**

**Goal #3 – Enhance External Relationships and Coordination with State Agencies**

**Indicators:**

- **Approvals given and work completed in a timely fashion**
- **No bottlenecks or delays**
- **Elimination of surprises and renegeing on agreements**

**Objectives:**

- 1. Establish regular PCLK/Parks semi-annual review** **4Q '04**
  - **Focus on PCLK progress and contributions to site**
  - **Address impacts of Parks funding, culture, limited resources, and NSC inability to respond**
  - **Generate “buy-in” to successful model**
  - **Identify action plans to overcome/compensate for bureaucratic delay and financial impacts**
  - **Establish commitments and consequences of non-performance**
  
- 2. Push the envelope to get early attention to key restoration and use dependencies** **3Q '04**
  - **LCP amendment (get on agenda asap)**
  - **CDP approvals**
  - **Use permit**
  
- 3. Continuously build upon CSCC partnership** **On-Going**
  - **Revise restoration budget and secure final funding**
  - **Manage reporting to meet CSCC needs**
  - **Regular meetings with Project Manager, Sheila Semans, and Parks, Ron Munson**
  
- 4. Cement renewal of 10 year concession contract**
  - **Midpoint (5 year) review with Parks Director**
  - **Annual reports of accomplishments, contributions, positive resultsGet community/visitor support**
  - **Positive outcomes of partnership (local, overall visiting public)**
  
- 5. Develop B&B model**
  - **Establish rate structure, and plan that achieves PCLK goals and objectives and achieves common access goals**
  - **Complete model**
  - **Review at appropriate time**

**Point Cabrillo Lightkeepers Association**  
**Strategic Plans**

**Goal #4 - Develop Sources of Future Funds to Continue Investing in the Site**

**Indicators:**

- **Address potential budget shortfalls**
- **Initiate new, high level fund raising activities**

**Objectives:**

- 1. Establish a Fund Development Committee to promote and manage fund raising activities** **2-3Q '04**
  - **Involve the Special Events Manager**
  - **Include volunteer workers**
  
- 2. Ensure adequate funding to complete restoration** **3-4Q '04**
  - **Particular emphasis on Barn (which is exposed) because of its historical significance and key role in interpretation**
  
- 3. Generate a strong set of fund raising ideas** **2-3Q '04**
  - **Permission Marketing” database**
  - **Move to electronic communication from paper**
  - **Rethink publications to support fundraising**
  - **Utilize Special Events Manager**
  - **Sustaining fund development approach**
  - **Major donor campaign**
  - **Buy a specific piece of the project with name recognition**
  
- 4. Build a tracking measurement system to measure communications effectiveness** **3-4Q '04**

**Point Cabrillo Lightkeepers Association**  
**Strategic Plans**

**Goal #5 - Address Staffing Needs to Fulfill Our Mission**

**Indicators:**

- **Ensure adequate staff to meet mission needs**
- **Balance staff and volunteer contributions to stay affordable**
- **Ramp quickly into preparation for B&B lodging**
- **Grow special events to generate short term Revenue**

**Objectives:**

- 1. Identify all permanent/contract staffing needs** **2-3Q '04**
  - **B&B development and operations**
  - **Special events manager**
  - **Interpretive programs (lighthouse, farm house, museum, preserve)**
  
- 2. Increase staff contributions to site opportunities** **3-4Q '04**
  - **improve overall productivity**
  - **Gather statistics in each area for trend analysis/decision making**
  - **Balance executive director's workload**
  
- 3. Build plan for recruiting, utilizing, and maintaining volunteers** **3-4Q '04**
  - **Set targets for on-going operation**
  - **Compete effectively for local resources**
  - **Minimize internal competition**
  - **Develop new "perks" for volunteers**

**Point Cabrillo Lightkeepers Association  
Strategic Plans**

**Goal #6 - Improve Effectiveness, Development, and Structure of Board**

**Indicators:**

- **Strengthen the board in skills and teamwork**
- **Preserve existing knowledge without burnout**
- **Utilize all skills effectively**
- **Meet the pressing needs of restoration while building for the future**

**Objectives:**

- 1. Analyze workload distribution and establish priorities** **2Q '04**
- 2. Redefine committees and their responsibilities** **2Q '04**
- 3. Plan for evolving board of directors** **3Q '04**
  - **Determine optimum size to meet needs**
  - **Identify critical skills (e.g., exec, financial, fund raising, mktg, environmental, etc.)**
  - **Begin identification, recruitment, and mentoring**
  - **Establish board and officer succession plan**
  - **Training and development**
- 4. Incorporate improvements to board meetings** **3Q '04**

# Strategic Goals by Year

By Year End

## 2002

- 3PCLK Corporate Development – Formation, Staffing, Financial, Operations
- 3Complete MOU, Concession Contract, and Operations Agreements w/Parks
- 3Finalize, Review, and Publish Master Plan
- 3Clarify & Enhance the Relationship with the USCG and State Parks
- 3Achieve a Plan to Stabilize the Smithy Slip
- 3Develop the Overall Permitting Process Plan
- 3Initiate Initial Permit & Approval Activities
- 3Begin Upgrade of Lighthouse Exhibits
- 3Finish the Utility Building
- 3Complete Required East House Maintenance
- 3Paint Roofs on Lighthouse and Smithy
- 3Complete Digitalization of Historic Archives
- 3Expand Retail Operations
- 3Expand Docent Training Programs
- 3Implement Initial Slip Stabilization
- 3Establish Biennial Bird Survey Analysis Capability
- 3Install the Closed Circuit Camera System with the Lens

## 2003

- 3Contract for the Historic Structures Report
- 3Upgrade Staff with Restoration Consultant and Licensed Contractor
- 3Develop an Interpretive Exhibit Plan
- 3Digitize Historic Photos
- 3Add Contract Staff for Volunteer Coordination and Retail
- 3Hold Public Meeting and Complete Mitigated Negative Declaration for Site
- 3Develop the Underwater History of the Frolic with Major Dive
- 3Complete the Historic Structures Report

## 2004

- 3Complete Parks Studies (Wetlands Delineation, Rare Plants, etc.)
- 3Complete the Kearns Farm House and Restrooms Reconstruction
- 3Finish Construction Estimate with Alternative Use Studies
- 3Complete Plans for the Lighthouse Site Work
- 3Secure Approval for the Eastern House Treatment Plan
- 3Begin Restoration of the Eastern House
- 3Plan and File for a General Plan Amendment for a \* Visitor Serving Use
  - Create Restrooms in the Outbuilding behind the East Building
  - Certify and Transfer the Water System to Parks
  - Complete Plans for the Expanded Septic System
  - Start Restoration Planning Work for the Middle and Western Houses w/Outbuildings
  - Restore and Relocate the Water Tank
  - Complete Lighthouse Point Landscape Plan
  - Develop Landscape Plan for Eastern House



**Complete a Communication Plan for all Activities**  
**Refine PCLK Contributor/Resource Data Base**

**Point Cabrillo Lightkeepers Association**

**Strategic Goals by Year**

(Continued)

**Organize Historic Photos with Search Capabilities**  
**Complete Slip Work in conjunction with Site Work**  
**Commence Rehabilitation of Middle and Western Buildings**  
**Improve Public Service Facilities and Septic System**  
**Improve Water/Fire Protection Capability**  
**Complete Plan for Museum including Potential Acquisitions**  
**Develop Plan for Museum and Farmhouse**  
**Enhance the Volunteer Program (Recruiting)**  
**Complete Landscaping Plan and Implement for Eastern House**  
**Outfit Building for Historic Museum and Office Space**  
**Continue improving Exhibit Plans for Lighthouse, Farmhouse, Museum**  
**Enhance and Expand Interpretive Programs**  
**Enhance Public School Programs and Learning Laboratories**  
**Revamp Fundraising Program (Database, Contact Strategy, etc.)**  
**Complete Visitor Services Business Model**  
**Create Promotion Plan for Visitor Services**  
**Refine Revenue Producing Plans**  
**Initiate Planning Work for the Barn Reconstruction**

**2005**

**Launch Major Campaign to Raise Additional Restoration Funds**  
**Complete Rehabilitation of Middle, Western, and the Two Out Buildings**  
**Complete and Put Middle Building On-line to Produce Revenue**  
**Restore & Put Outbuildings On-line to Produce Revenue**  
**Put Western House into Planned Use**  
**Restore Yard Fencing**  
**Establish Monitoring Program for Bird Nesting Sites and Activities**  
**Complete Landscaping around Houses**

**2006**

**Expand Visitor Services Program to Full Operation**  
**Commence and Complete Restoration of the Barn**  
**Complete All Outstanding Work**