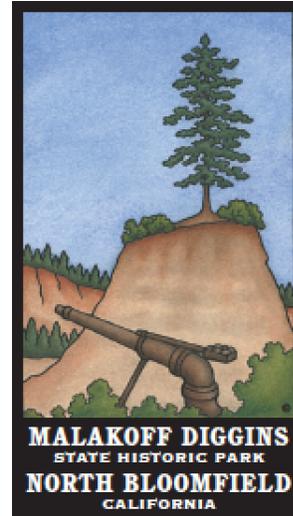


# Friends of North Bloomfield & Malakoff Diggins

Cooperating Association working in partnership with California State Parks

## 2020 Vision & Strategic Plan



**This plan was developed through the vision and hard work from the following individuals.**

Friends of North Bloomfield & Malakoff Diggins Executive Committee: David Anderson, Paul Keasberry, Syd Brown, Robert Coats (SYRPA Liaison), Bill Stamatis, Ron Ernst, Mark Selverston, & Holly Mitten

Community members: Marianne Bryant and Mark Michalski

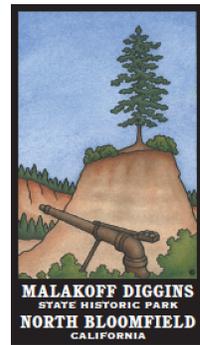
California State Park Staff: Dan Youngren and Jenna Randar

Facilitator: Randy W. Widera, Blue Oak Nonprofits



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## **FRIENDS of NORTH BLOOMFIELD & MALAKOFF DIGGINS**



July 31, 2017

### Introduction

On July 1<sup>st</sup> 2017, the board of Directors of the Friends of North Bloomfield & Malakoff Diggins and California State Park representatives held a joint 3-year Strategic Planning retreat. The goal of this meeting was to create a plan that will provide a roadmap to take the organization through to the year 2020. Our first objective was to review and consider lessons learned from the 9-month Strategic Initiatives that we have been working on since our October 2016 retreat (see: Section 4). As a new Cooperating Association, the Board and our DPR Partners felt that it was important to develop and implement some short-term strategic initiatives to test our working relations and capacity before committing to a 3-year plan. This effort was tremendously valuable and successful and with feedback from this experience we can confidently move forward with planning our 3-year Strategic Goals (see: Section 1).

Our 3-year Strategic Goals propose a bold, yet achievable vision for our park and organization. Our initial goal is to continue to strengthen our partnership and build in more mechanisms and habits that will ensure that we are always working together in a positive and effective manner. It is only by focusing on a strong partnership that our vision of a park can be achieved. That vision is of a park that is: 1) Open to visitors for all seasons, 2) Has a thriving volunteer program, 3) Sustains both a new Fall and our traditional Spring ELP Program and 4) Fully leverages the exciting Solar installation

Key to this plan will be for the FNB&MD to build a focused business model that incorporates our earned and fundraising income strategies (see: Section 2) to support all the activities and programs we are committed to (see: Section 3). This will continue to be a learning process and we are committed to a bright and vibrant future for Malakoff Diggins State Historic Park.

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Holly Mitten  
Strategic Planning Committee Chair  
Executive Committee Member

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Dan Youngren  
Supervising State Parks Ranger  
California State Parks

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|----------------------------|
| Section 1) Strategic Goals |
|----------------------------|

- 1) **Friends of North Bloomfield and Malakoff Diggins (FNB&MD) and California State Parks will have a strong and thriving partnership in supporting Malakoff Diggins State Historic Park (MDSHP).** Many of the problems that currently face our partnership are structural in nature, in that - DPR has an overall lack of staffing which can make it hard to support the work we are trying to do together. The Cooperating Association Liaison (CAL) is a critical position to the ongoing success of our partnership and hence how effective we can be in reaching our mission. Equally, the FNB&MD needs to recruit and develop board members who understand and can work with State Parks in a positive and productive manner.
  - a. Implement an annual joint goal setting process to create alignment in our priorities and clarification of roles. Develop a plan that shows how Parks staff and FNB&MD will work together.
  - b. Ensure that the State Park Cooperating Association Liaison (CAL) and FNB&MD Board Chair have a consistent and a collaborative working relationship with good and productive communication.
  - c. Roles of DPR: Stewards of all resources, Law Enforcement, Maintenance, Interpretive Programs, Visitor Services, and Relationship with all outside entities.
  - d. Roles of FNB&MD: Provide financial support (fundraise), retail sales, promotion and marketing of the park and events, produce events, collaborate with other Coops and NPOs.
  - e. How do we make a great relationship?
    - i. Through our shared values of:
      1. Mutual Respect
      2. Taking Responsibility and being available: Knowing who to go to for authority and getting answers and no surprises
      3. Effective/candid/truthful Communication
      4. Synergized goals and objectives
  
- 2) **Make Malakoff Diggins State Historic Park a year-round destination. By 2020 MDSHP will be open to visitors all year long with engaging interpretive and recreational opportunities.** The park is generally closed from November to March, yet many visitors are still coming here.
  - a. State Parks - Keep the Park Open!
    - i. Hire 1 -2 Seasonal workers
    - ii. Cabin rental open in the winter
    - iii. Campground (one Loop) open in the winter
    - iv. Open Museum on Weekend in slow season
    - v. Provide Interpretive Programs
  - b. FNB&MD – Bring the park to life!
    - i. Initiate marketing program “Discover Malakoff”

1. Create and fund a budget to develop a marketing plan to:
  - a. Promote reasons to visit MDSHP throughout the year.
  - b. Provide monthly activities and adventures in the park.
  - c. Provide strategies to connect with the local community as well as to the more outlying communities, including Bay Area audiences.

**3) Increase Volunteer program participation to 100 active volunteers by 2020 (currently approx. 12).** Together we need to focus our efforts on recruiting and training volunteers who are passionate about MDSH.

- a. Outreach
  - i. Identify individuals with specific skills and knowledge to lead specialized programs, i.e. Geology, History, Plant life, Native American studies and uses, etc.
  - ii. Plan and initiate volunteer program that focuses on trail work.
  - iii. Host open house(s) at the Columbia School house
    1. Vision for the park/Goals of FNB&MD
    2. How you can help.
    3. Local connection – how the park and the community can work together.
  - iv. Add strategy to the “Discover Malakoff” marketing program to recruit volunteers the 2018 New Volunteer Training
- b. Training
  - i. Dan and Jenna to develop a budget to request needed ongoing support of the volunteer program at MDSHP
  - ii. Nov 2018 – training of all current volunteers
  - iii. TBD 2018 – New Volunteer Training
- c. Stewardship
  - i. Fund volunteer program needs
  - ii. Develop a volunteer recognition program
  - iii. Provide consistent communication and compelling to all volunteers
  - iv. Host volunteer recognition event(s)

**4) Initiate a Fall Environmental Living Program (ELP) and implement a long-term operation and management plan by 2020.**

- a. Create new curriculum – currently in process by State Parks (ETA?)
  - i. Curriculum Driven Science Program (CDSP) for 5<sup>th</sup> & 6<sup>th</sup> grades
- b. Outreach to potential schools, State Parks & FNB&MD
- c. Expand manageable ELP class size to 30+ students
- d. Create and implement a scholarship fundraising program for public schools– FNB&MD
- e. Map out a sustainable model for managing and operations of ELP Program
  - i. What are the preferred viable roles of State Parks?
  - ii. What are the preferred viable roles of FNB&MD?

- iii. What is a self-sustaining funding model – Student Fees and Scholarships
- iv. Should FNB&MD fund transportation?
- v. What agreement, if any, is needed to codify these roles?

**5) Ensure that FNB&MD fully leverages the MDSHP Solar Project.**

- a. Create joint DPR/FNB&MD Team to develop a plan so that FNB&MD can fully leverage this great new project
- b. Work with State Parks to identify and prioritize Interpretive and programmatic opportunities. Climate Change/Fall ELP/Interpretive center?

**Section 2) Fundraising Sidebar: How should the FNB&MD approach our fundraising efforts?**

**Solidify the FNB&MD Business Model**

- 1) Ensure that there is wood and merchandise for sale in the park during all seasons and that we are maximizing our net retail sales that go back to fund critical park programs and projects.
- 2) Develop a Fundraising plan that is focused on funding specific programs and projects to maximize return for our effort. Fundraising planning could include strategies for:
  - a. Grants: ELP Scholarships, Interpretive projects
  - b. Events: Sponsors, tickets and sales of merchandise
  - c. Annual giving:
    - i. Memberships, Send out renewals in Nov/Dec
    - ii. Annual Appeal letters (Nov and April)
  - d. Donation Boxes: In the park and at events.

**Implement an Annual Budget process to align DPR/FNB&MD initiatives**

- 1) September – DPR submits funding requests to FNB&MD for the upcoming calendar year
- 2) October – FNB&MD Creates first draft of their upcoming annual budget for the Board of Directors and CAL to review and provide feedback.
  - a. FNB&MD sets fundraising goals (How much, who is responsible and from what sources)
- 3) November – FNB&MD creates second draft of the budget incorporating feedback and after analyzing funding potential
- 4) December – FNB&MD Board approves the final budget

## Section 3) Vision for the Annual activities at Malakoff Diggins State Historic Park

**Spring (April, May & June)**

- Museum Open on \_\_\_\_\_
  - FNB&MD Store open
- Environmental Living Program (ELP)
  - California History 3<sup>rd</sup>& 4<sup>th</sup> Grades
- Campground and Cabins Open
  - FNB&MD Wood sales
- FNB&MD Hikes, Adventures & Events
  - Humbug day
  - Fishing Derby
  - Photo Workshop(s)
- State Park Interpretation
  - Volunteer Training

**Summer (July, August)**

- Museum Open on \_\_\_\_\_
  - FNB&MD Store open
- Environmental Living Program (ELP) Summer version
- Campground and Cabins Open
  - FNB&MD Wood sales
- FNB&MD Hikes, Adventures & Events
- State Park Interpretive tours
  - Town Tours
  - Campfires
  - Jr. Rangers

**Fall (September, October November)**

- Museum Open on \_\_\_\_\_
  - FNB&MD Store open
- Environmental Living Program (ELP)
  - Curriculum Driven Science Program (CDSP) for 5<sup>th</sup>& 6<sup>th</sup> grades
- Campground and Cabins Open
  - FNB&MD Wood sales
- FNB&MD Hikes, Adventures & Events
  - French Connection
- State Park Interpretive tours

**Winter (December, January, February, & March)**

- Museum Open on weekends
  - FNB&MD Store open
- Campground (one loop) and Cabins Open
  - FNB&MD Wood sales
- FNB&MD Hikes, Adventures& Events
- State Park Interpretive tours

Section 4) FNB&MD Strategic Initiatives and Results October 2016 to July 2017

|  |   |                            |  |
|--|---|----------------------------|--|
| Updated July 2017  |   |                            |  |
| Friends of North Bloomfield & Malakoff Diggins   |   | 7/2/17                     | Dashboard  |
| <b>I. Vision</b>   |   |                            |  |
| <b>Mission:</b> We enhance the interpretive experience for visitors, promote park-based education for learners of all ages, and support and preserve the natural and cultural resources of Malakoff Diggins SHP.   |   |                            |  |
| <b>Three-Year Organizational Vision:</b> From closure to expansion! Dramatically increased membership of FNB&MD and participation in the park's ELP program. MDSHP is a well-known destination for history and camping. FNB&MD and DPR are cooperatively planning and setting goals, with FNB&MD funding park projects that state parks can complete |   |                            |  |
| <b>II. Performance</b>   |   | <b>III. Implementation</b> |  |
| <b>Strategies Initiative</b>   | <b>Goal</b>   | <b>Champion(s)</b>         |  |
| <b>FUNDING:</b> Increase school participation in the MDSHP Environmental Living Program (ELP). Expansion would mostly occur in the fall season. Projected increase:<br>*Year 1: 800 to 1,000<br>*Year 2: 1,000 to 1,600<br>*Year 3: 1,600 to 2,000<br>(*to be updated upon the development of the plan)  | Team comprised of DPR and FNB&MD work together to outline a plan and firm up goals.   | Holly,<br>Marianne         | Reached initial goal and decided to grow science based ELP in the Fall that is in alignment with 5th and 6th grade             |
|  | FNB&MD to consider if we have the capacity to provide upfront funding that may be required.   | Holly,<br>Marianne         | Currently working with state parks to look at the long-term sustainability for the ELP program and the best role(s) for FNB&MD |
|  | FNB&MD to develop a plan to raise funds and outline selection criteria for ELP Scholarship program                                    | Holly,<br>Marianne         | Building into our 3yr Plan.  |
| <b>Strategies Initiative</b>   | <b>Goal</b>   | <b>Champion(s)</b>         |  |
| <b>PARTNERSHIP:</b><br>Develop and sustain a high-functioning partnership between FNB&MD and DPR.<br>1) Builds off of the great relationship that exists   | Develop a process of direct / two-way communication, with a written guide and monthly reporting which brings all voices to the table. | Dave & Robert              | Still need to work on relationship with DPR and CAL - a main focus for our 3yr plan  |

|  |   |                           |   |
|--|---|---------------------------|---|
| <p><b>already with our CAL</b><br/> <b>2) Is responsive to the needs of the park &amp; Respectful to everyone involved</b><br/> <b>3) Results in action</b><br/> <b>4) Factors in the limited capacity and resources of each partner - setting achievable goals that both can support.</b></p> | <p>Develop a Program and Project Monitoring Matrix to give the big picture of park needs, e.g. Deferred Maintenance, Solar, Remediation, Security etc....</p> | <p>Dave &amp; Robert</p>  | <p>Still need to work on relationship with DPR and CAL - a focus for our 3yr plan</p> |
|  | <p>Develop an annual planning process where FNB&amp;MD and DPR come together to prioritize cooperative projects and efforts.</p>                              | <p>Dave &amp; Robert</p>  | <p>Completed at our Recent retreat</p>  |
|  | <p>Outline a plan on how FNB&amp;MD successfully interfaces with DPR to implement and compete project.</p>  | <p>Dave &amp; Robert</p>  | <p>Still need to work on relationship with DPR and CAL - a focus for our 3yr plan</p> |
| <p><b>Strategies Initiative</b></p>  | <p><b>Goal</b></p>  | <p><b>Champion(s)</b></p> |   |
| <p><b>OUTREACH: Increase support and visibility of FNB&amp;MD and MDSHP</b></p>  | <p>Develop and implement a plan to increase FNB&amp;MD membership from 35 to 100</p>  | <p>Holly, Marianne</p>    | <p>In process and ongoing</p>   |
|  | <p>Develop and implement a FNB&amp;MD Business Sponsorship plan.</p>  | <p>Holly, Marianne</p>    | <p>In process and ongoing</p>   |
|  | <p>Expedite the reprinting of the park brochure</p>   | <p>Mark M &amp; DPR</p>   | <p>Complete</p>   |
|  | <p>Support Photo workshops, find out about being able to use images</p>   | <p>Paul, John</p>         | <p>In process and ongoing</p>   |
|  | <p>Update Website and continue to actively post on Facebook.</p>  | <p>Holly</p>              | <p>Complete &amp; Ongoing</p>   |
|  | <p>Connect with events at North Columbia School House, maybe hold FNB&amp;MD event? Photo exhibit?</p>  | <p>Syd &amp; Mark S</p>   | <p>In process and ongoing</p>   |

|  |  |                    |                        |
|--|--|--------------------|------------------------|
|  | Develop speaker's bureau   | Syd & Mark S       | In process and ongoing |
|  | Add Fall event in 2017 "French Connection"   | Syd & Mark S       | In process and ongoing |
|  | Develop presence at Farmers Market, Volunteer-Palooza etc.   | TBD                | no progress            |
| <b>Strategies Initiative</b>   | <b>Goal</b>  | <b>Champion(s)</b> |                        |
| <b>GOVERNANCE:</b><br>Continue to establish and cultivate a thriving Executive Committee (EC). | Create Strategic Plan  | Holly              | Completed              |
|  | Develop policies and procedures manual for the EC  | Holly & Dave       | Completed              |
|  | Outline EC member expectations: how much time and funding they give, committee participation, COI policy | Holly & Dave       | Completed              |
|  | Develop and new EC Member Packet   | Holly & Dave       | Completed              |
|  | Recruit additional Executive Committee members to 9 active members                                       | All Board          | In process and ongoing |
|  | Explore options for future FNB&MD structure--Independent 501c(3) vs. under the umbrella of SYRPA         | Mark & DPR         | In process and ongoing |