

Strategic Plan 2026-2031 Overview

rancho
LOS ALAMITOS

Presented by Dr. Christine Petit & Tim Roberts
May 1, 2026



STRATEGIC PLAN FRAMEWORK OVERVIEW

Today we will:

- **Review how we arrived here**
- **Present the strategic plan framework – mission, vision, values, strategic commitments, goals, and implementation phases**
- **Engage in conversation and Q&A**

HOW WE GOT HERE

- **Strategic planning committee**
- **Community survey**
- **Workshops with staff, board members, and volunteers**
- **Review of the original intent of the site**
- **Assessment of current organizational capacity, operations, and financial structure**

STRATEGIC PLANNING COMMITTEE

Chris Fountain, Director of Education & Public Engagement

Deborah Castro, Board Vice Chair

Dorothy Russell, President, RLA Volunteer Service Council

Erin Wilson, Director of Development

Jeff Green, Family and Board Member

Matt Knabe, Board Member

Roxanne Patmor, Board Member & Volunteer

Tim Roberts, Executive Director

Virginia Carmelo, Tongva Cultural Collective Member

THE DATA

428

**Respondents to Our
Strategic Planning Survey**

4

**Stakeholder Sessions –
Staff, Volunteers &
Board of Directors (2)**



TOP SURVEY TAKEAWAYS



- 1. Demand is high. Access and awareness are the limiting factors.**
- 2. There is broad support for inclusive, layered storytelling.**
- 3. Nature, gardens, and open space are as central to RLA's value as history itself.**
- 4. Internal capacity, not public interest, is the binding constraint.**
- 5. Mission alignment is strong, but there is a communications and experience gap.**



STAKEHOLDER WORKSHOPS

- Deepened understanding of survey themes
- Clarified and balanced core tensions
- Tested emerging priorities against operational experience
- Identified implementation realities



RECAP: RLA'S INTENDED USES

The 1967 deed specifies the following intended uses of the site in this exact language:

- 1. "As a place for community and/or public cultural, educational, social and civic meetings and gatherings;"**
- 2. "As a place for responsible people of all ages to tour, visit, rest, and be otherwise accommodated while viewing or studying the contents and exhibits, physical features, improvements and/or gardens of the Historical Site;"**
- 3. "As a repository and place of exhibition for works of art and works of historical significance which are in keeping with the ranch style, the architecture and the decor of the Historical Site in its Condition Required by the Concept of this Gift ...;"**
- 4. "As a repository for books and manuscripts of historical or other special significance together with limited facilities for reading and studying this material on the Site ..."**

In the deed, the first two uses are primary and the second two had stipulations that they shouldn't dominate the site's primary public uses.

CLARIFYING MISSION & VISION

Why:

- **To more fully reflect the intent of the original gift as a welcoming public place**
- **To integrate survey insights around belonging, landscape, and evolving stories**
- **To articulate Rancho Los Alamitos' broader civic role beyond programs alone**
- **To reflect the stage of development Rancho Los Alamitos Foundation is in today**

How:

- **Builds on the prior emphasis on education and engagement, while broadening how people experience and connect with the site**
- **Expands to reflect Rancho Los Alamitos as a public place and cultural landscape, not solely a historic site**
- **Aligns with community input and current patterns of use, including the importance of gardens, open space, and informal engagement**
- **Places greater emphasis on impact-focused language, highlighting the Rancho's role in shaping meaningful experiences and connections over time**

REFINED MISSION & VISION

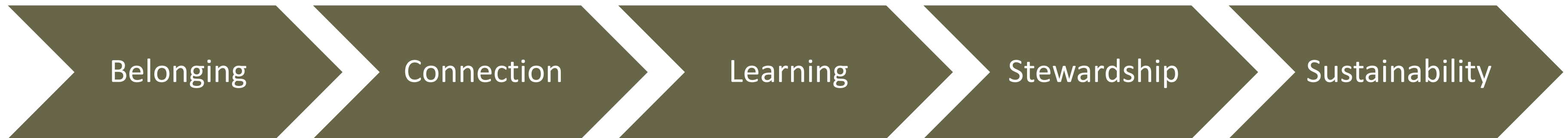
Mission

To steward Rancho Los Alamitos as a welcoming public place where people of all backgrounds gather to learn, reflect, and enjoy our region's history and landscape.

Vision

To be a place where history, land, and community life connect to shape a meaningful future.

VALUES



- **These are meant to guide both public experience and internal decision-making.**
- **Belonging and Connection guide culture and partnerships.**
- **Learning ensures interpretation remains central.**
- **Stewardship and Sustainability anchor governance and fiduciary responsibility.**
- **Together, they read like a progression: welcome people → build connection → foster understanding → inspire stewardship → ensure it lasts.**

STRATEGIC COMMITMENTS

Two Strategic Commitments

I – Stewardship & Sustainability

II – Community Impact & Experience

These are commitments to organize the plan's goals and work around.

- **One inward-facing (responsibility).**
- **One outward-facing (impact).**

STRATEGIC COMMITMENTS & GOALS

Commitment I – Stewardship & Sustainability

Goal 1: Ensure Financial Stewardship and Strategic Investment

Goal 2: Build Organizational Capacity and Governance

Goal 3: Preserve and Activate Historic Structures, Gardens, Collections, and Cultural Landscape

Commitment II – Community Impact & Experience

Goal 1: Deliver Welcoming and Meaningful Experiences

Goal 2: Expand and Evolve Interpretation and Learning

Goal 3: Deepen Community Connection and Shared Stewardship

PHASED IMPLEMENTATION

Phase I (0–18 Months): Stabilization, Alignment, and Foundation Building

Strengthen organizational capacity, governance clarity, financial infrastructure, and volunteer partnership while developing a new interpretive plan to align storytelling, landscape, programs, and partnerships with the strategic framework.

Phase II (18–36 Months): Activation and Responsible Growth

Expand mission-aligned programs, partnerships, and site activation once organizational, interpretive, and financial foundations are in place.

Phase III (Years 4–5): Consolidation, Reflection, and Adaptive Planning

Determine the next horizon for Rancho Los Alamitos based on assessment of progress against the strategic commitments and what has been achieved during the first phases.

WHAT'S NEXT?

- Build out the **implementation plan** with relevant stakeholders.
- Develop **communications** (internal and external) **and training** related to the strategic plan.





THANK YOU!

