

# 5-YEAR PLAN

The following 5-year plan is a synthesis of the findings from the previous five tasks. This 5-year plan will serve as the strategic guide for MPA and its incoming Executive Director as they look to expand MPA's impact and lay the groundwork for securing a licensing agreement with the New York City Parks Department.

## Objective

The Marine Park Alliance (MPA) is embarking on a 5-year strategic plan to identify how to attract resources, recognition, and increased visitation to Brooklyn's largest park. The strategic plan will help MPA evolve from a volunteer grassroots organization to a stronger, sustainable nonprofit organization with a professional staff.

## Overarching Goal

By the end of Year 5, MPA will be in a position to pursue a long-term license agreement with the City of New York for the operation and management of Marine Park. The permit will allow financial proceeds from events and partnerships held in the park to be retained by MPA and reinvested in Marine Park.

Year	Goals
1	<ul style="list-style-type: none"> <li>• Hire and onboard the Executive Director</li> <li>• Continue the Board of Directors expansion</li> <li>• Celebrate and acknowledge 10-year anniversary of MPA</li> <li>• Develop a plan for outreach and relationship building with charitable institutions</li> <li>• Identify and engage with key potential partnerships for programming development</li> <li>• Determine expanded programming focus</li> <li>• Establish an outreach plan to expand engagement within the local community</li> <li>• Establish a grants management framework encompassing reporting, budgeting, and compliance to support an advantageous cycle of fundraising, partnerships, and programming</li> <li>• Identify overflow parking and possible Citibike rack locations</li> <li>• Establish a more robust data collection process</li> <li>• Bring survey responses to elected officials and the parks department</li> </ul>

Year	Goals
2	<ul style="list-style-type: none"> <li>• Determine office space needs and move into the space</li> <li>• Develop additional educational opportunities focused on natural resources and wetland areas in Marine Park</li> <li>• Hire Programs Coordinator to oversee and expand events and programming for youth, young adults, and families with children</li> <li>• By year 2, elected officials and private stakeholders are well aware of Marine Park's needs</li> <li>• After several months of working in the new office space, evaluate its effectiveness and determine whether any adjustments need to be made</li> <li>• Leverage existing relationship with Millennium Development to establish a free weekend shuttle service during the summer season</li> <li>• Formally submit Citibike application</li> </ul>
3	<ul style="list-style-type: none"> <li>• Strengthen institutional relationship with the Salt Marsh Alliance</li> <li>• By end of year 3, increase participation in MPA programming and events by 1.5x</li> <li>• By end of year 3, increase visits to Marine Park to 1.79M</li> <li>• Explore and develop plans to expand MPA Staffing to oversee needed maintenance and programming for increased visitorship</li> <li>• Based on success of the shuttle program and availability of funds, extend the free summer weekend shuttle service year-round</li> <li>• Apply for capital grant funding for overflow parking improvements</li> </ul>
4	<ul style="list-style-type: none"> <li>• Consistent, robust programming is in place</li> <li>• By year 4, free weekend shuttles (seasonal or year-round) are an established, reliable, and routine service that park users can rely on</li> <li>• Send out an Request for Proposal (RFP) for the overflow parking with local contractors</li> </ul>
5 & beyond	<ul style="list-style-type: none"> <li>• By the end of year 5, increase participation in MPA programming and events by 3.5x</li> <li>• By end of year 5, increase visits to Marine Park to 2.28M</li> <li>• Hire educational programs associate</li> <li>• Begin conversations of a long-term license agreement with the City of New York for the operation and management of Marine Park</li> </ul>