



National Trust *for*
Historic Preservation
Save the past. Enrich the future.

A New Vision for Cooper-Molera Adobe

Monterey, California



Contents

Introduction.....1

Current Operations and Future Prospects
under the Current Model 2

The National Context: the Challenges Facing Traditional
“House Museums” 2

An Initial Development Proposal 4

Parameters for a New Vision
for Cooper-Molera Adobe 4

Cooper-Molera Revisioning..... 6

Conclusion 11

- Exhibits
- A. Cooper-Molera Stakeholder Engagement
 - B. Cooper-Molera: Existing Plan
 - C. Cooper-Molera: Proposed Plan
 - D. Illustration: Proposed Restaurant at the Spear Warehouse
 - E. Illustration: Proposed Cooper Barns Event Center
 - F. Illustration: Proposed Cooper-Molera Learning Garden

Prepared by:

Katherine Malone-France, Vice President for Historic Sites
Paul W. Edmondson, Chief Legal Officer & General Counsel

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Introduction

Cooper-Molera Adobe, a property of the National Trust for Historic Preservation, is an important historic site in Monterey, California, representing the complex and diverse history of the origins of modern California. The principal adobe house, first occupied by Captain John Rogers Cooper and his wife Encarnación Vallejo de Cooper, dates to 1827; other portions of the property were later subdivided and developed for use by families of both Anglo and Mexican heritage—including the adjacent Diaz Adobe, the Spear Warehouse, and the Corner Store operated for many years by Manuel Diaz.

The National Trust for Historic Preservation, a private non-profit organization, acquired Cooper-Molera Adobe and its associated Cooper family collections from the estate of Frances Molera (a direct descendent of John Cooper) in 1972. No endowment was provided by the estate, although \$50,000 was granted to support restoration costs, which were significant given the condition of the property. At the time, commercial options (specifically a bank proposal) were initially considered, but the State of California stepped in, offering to restore the property and operate it as a house museum within the Monterey State Historic Park. In response, the National Trust granted a long term lease of Cooper-Molera and its associated collections to California State Parks (CSP), on the condition that CSP restore the property and operate it as a part of the Monterey State Historic Park. (The \$50,000 provided to the Trust by the estate was used as a contribution towards the CSP restoration, as agreed under the original lease.)

In the *Island of Adobes*, a 1962 master plan to create a more cohesive downtown district that would highlight its historic adobes, Cooper-Molera was identified as an important anchor property at the southern end of Alvarado Street. In planning for the Monterey State Historic Park undertaken in the 1970s and 1980s, the Cooper-Molera property was conceived to play a similar role as both a physical and interpretive gateway to the surrounding museum properties with an interpretation that linked different periods of California history together. Following a multi-year restoration by CSP, the site was opened to the public in 1985. Over the following decades, Cooper-Molera was operated as an integral part of the Monterey State Historic Park, as originally envisioned, with an active program of public visitation, regular educational programming, and special events such as weddings and folk dancing in the historic barn complex.

In recent years, however, diminishing resources available to CSP resulted in substantially reduced operations at the site. In addition, significant restoration needs—in particular, seismic stabilization of the historic barn complex—went unfunded. For all intents and purposes, for many passers-by, Cooper-Molera presented the appearance of a shuttered historic site, with the only regular operation being a small museum shop run by local volunteers of the Monterey State Historic Park Association (MSHPA). Without a sustainable source of funding for operations and rehabilitation needs, both CSP and the National Trust recognized the future of Cooper-Molera to be precarious—a situation common to many, if not most, house museums and historic sites.

Consequently, over the past several years, with the CSP lease scheduled to end in December 2016, the National Trust has worked to identify ways to bring a new operational and programmatic vision to Cooper-Molera to ensure its long-term sustainability. The concept initially considered by the National Trust for Cooper-Molera would have involved a variety of commercial operations at the site—but sensitively implemented to protect the site's historic character, with some level of historic interpretation

to continue at the site. However, after hearing concerns from some members of the community about potential over-commercialization—the National Trust developed a substantially revised concept: a “shared use” model for Cooper-Molera that includes an active program of historic interpretation by the National Trust centered in the Cooper and Diaz Adobes, together with a variety of community-oriented uses (including performance and event space), and compatible commercial uses appropriate to the historic setting. While the idea of integrating commercial and nonprofit uses at a historic site is not a novel concept, if successful, this type of creative solution to the challenges facing Cooper-Molera could prove to be a useful model for other historic sites across the country.

The National Context: The Challenges Facing Traditional “House Museums”

The challenging situation at Cooper-Molera is not unique, either in California or at the national level. State historic sites in California and elsewhere are being closed at an alarming rate as public revenues for park and cultural programs have dropped dramatically in recent years. Indeed, in 2008, the National Trust declared California state parks and historic sites to be one of America’s Eleven Most Endangered Historic Places—illustrative of a national trend.

But that trend is hardly limited to state-operated historic sites; the situation among nonprofit house museums is just as challenging, if not worse. For many historic sites, public visitation has substantially decreased, revenues have declined, and expenses (and deferred maintenance) continue to rise. Those historic sites that continue to succeed generally have done so by finding creative new ways of engaging audiences and bringing in new sources of revenue.

Over the past several years, the National Trust and other cultural institutions (including the American Association for State and Local History and the American Alliance of Museums) have begun to seriously question the long-held premise that the traditional “house museum” model is the most effective means of ensuring effective preservation and public interpretation of historic sites. Although the model may continue to work in some instances (particularly to the extent that an operating endowment may be available to provide a secure source of support), too many historic museum properties today are struggling—or simply failing. As a result, the National Trust has made it a strategic priority to try to identify new models for operating historic sites, seeking new and innovative ways to engage the public and to generate more diverse sources of operating revenues—resources that are needed to secure a place in the future for these important historic places.

Many historic sites have turned to expanded—but compatible—uses to enhance their sustainability. One of the most common ancillary uses for generating income are special events, often weddings and receptions, but also including uses ranging from craft fairs to performing arts. In addition to providing financial support, these events also provide opportunities to cultivate new audiences for the historic site, in many cases engaging individuals who might never have sought out the property had they not been brought in through an event. (Even Cooper-Molera has been used this way in the past, although at a modest level because of the lack of infrastructure, and hardly at all in recent years because of the closure of the barns due to seismic concerns.)

In addition to special event use, many historic sites that operate as traditional house museums have also looked to the addition of compatible retail and restaurant services as a way to generate revenue to support

museum operations. This is not a new phenomenon: a longstanding example of this is Colonial Williamsburg, where—for decades—the Colonial Williamsburg Foundation has operated restaurants and a wide variety of retail stores in restored or reconstructed buildings, as well as more modern facilities such as the hotel and retail facilities at the Williamsburg Inn. These ancillary uses are not only seen as a way to generate income, but also as a way to engage the public in the Foundation’s educational mission.

Even for smaller historic sites, in recent years the addition of compatible commercial operations, especially retail and food and beverage services, has become a routine and important way for such sites to enhance the overall visitor experience. At Filoli, a National Trust Historic Site in Woodside, California, a visitor center built in 1996 was expanded in 2005 to provide a large sit-down café, which is a popular amenity for site visitors. Filoli also offers an on-site store featuring a wide variety of merchandise ranging from designer clothing to gardening supplies. Both of these facilities generate important operating income for the site, while augmenting the experience of visitors. Indeed, both retail and food services have today become an expectation of many historic site visitors. For audiences ranging from families with younger children to group tours for seniors, the availability of retail opportunities and food services is often seen as an important enhancement for a museum visit, allowing educational activities to be interspersed with dining and shopping. When designed effectively, these dining and shopping experiences at historic sites can also include educational elements that interpret the stories of the site in ways that are both meaningful and memorable for visitors.

An Initial Development Proposal

This is the environment in which, in 2010, the National Trust was approached by the principals of a local development company, Foothill Partners, to explore the concept of adaptively reusing Cooper-Molera for a variety of commercial uses. Foothill Partners, which had successfully redeveloped the adjacent Safeway shopping center as a new commercial center (“Uptown Monterey,” with Trader Joe’s as an anchor), was well aware that Cooper-Molera was not a thriving cultural site; indeed, its shuttered windows and locked entrance gates actually serve to distance Uptown Monterey from the core commercial center of Alvarado Street—Monterey’s “Main Street.” Foothill Partners president Doug Wiele asked the National Trust for an opportunity to explore ways to revitalize Cooper-Molera to more effectively open the property to an appreciative public, to provide a secure source of revenue to help ensure the site’s future preservation, and to create an anchor at the southern end of Alvarado Street to encourage revitalization of the area.

Although developers and preservationists are often adversaries, for many years the National Trust has worked closely with members of the development community to use commercial revitalization as a tool for historic preservation. While many National Trust Historic Sites have commercial elements (primarily special event use, but at least in two instances a restaurant operation), the idea of partnering with a commercial developer to explore innovative models for historic site operations was a new concept to the National Trust, but one that was welcomed given the challenges facing Cooper-Molera. The key questions considered by the Trust were (1) whether commercial development could be implemented in a manner that appropriately protects the essential historic character of the property, and (2) whether such a project might be financially feasible and provide a sustainable source of revenue to ensure long term preservation of the property.

The principal concepts in Foothill’s initial proposal included a substantial commercial redevelopment of the property, including the adobe residences, the corner store, the Spear warehouse and the barn complex. While the initial proposal envisioned some level of public historic interpretation to be incorporated into commercial operations—and all physical changes were to be carefully designed to be compatible with the historic character of the property—many members of the public expressed skepticism about whether the changes would be possible without changing the essential characteristics of the site. In response, the National Trust held a series of meetings in the fall of 2013, with the goal of establishing a more structured dialogue with stakeholders to discuss alternatives and options for the property.

Parameters for a New Vision for Cooper-Molera Adobe

As a result of the additional engagement with local stakeholders, the National Trust developed a set of parameters to guide its further consideration of a new “shared use” operating model for Cooper-Molera—recognizing that some of these parameters have implications that may affect the financial feasibility of the project. The parameters include the following:

- A revitalized Cooper-Molera should bring culture, commerce, and California history to life in a way that increases—not diminishes—the site’s value to the local community.
- Any new operational model for Cooper-Molera should include a vital and compelling historic interpretation and education program that engages both traditional audiences—from schoolchildren to old house enthusiasts—as well as new audiences that have different interests. Familiar public events such as Christmas in the Adobes and the July 4th Living History event should continue, but new events and activities should be designed to engage the public, particularly around cultural themes.
- Commerce has traditionally been a part of Cooper-Molera’s “shared use” history, and it should be possible to reintroduce appropriate commercial activity to the site to help ensure its long-term sustainability. The arrangement of buildings, landscape features, and open spaces that has developed at Cooper-Molera over its history of shared uses can now provide an environment that is conducive to interpretation and commerce occurring simultaneously and in a variety of interconnected ways.
- In recent years, it has become increasingly common for historic utilitarian structures such as warehouses and barns to be reused and revitalized for new commercial purposes, including as restaurants, retail stores, and event centers. Local commercial operators have also recognized that the reuse of historic structures for small business operations provides an effective enhancement for customers, especially when concentrated in traditional commercial districts. (This is the core principle of the National Trust’s Main Street program, which since 1980 has promoted commercial use of historic downtown venues, including Monterey’s Alvarado Street, a designated National Trust Main Street.) Any future commercial use of Cooper-Molera should enhance its traditional place as an anchor for the historic Alvarado Street commercial corridor.
- To preserve Cooper-Molera’s organically-developed character and support a range of shared uses, all new interventions and finishes throughout the site—in historic structures, new construction, and the landscape—should be minimal, flexible, and durable. The site’s inherent warmth, beauty, and

authenticity should be maintained. In particular, commercial operations at Cooper-Molera must be carefully designed and actively controlled by the National Trust—now and also into the future—to ensure that they will not diminish the historic character and integrity of the property, and to allow successful integration with public interpretation and educational programming. All changes to the property must be consistent with the *Secretary of the Interior's Standards for Preservation*.

- Commercial activities at Cooper-Molera should address current capital and maintenance needs, and eventually should provide a regular source of revenue to help address future capital and maintenance needs, to ensure the perpetual preservation of the site. While public interpretation and education programs at the site should also eventually benefit from commercial activities, programming budgets should reflect a diverse source of revenues from private, public, and foundation sources.
- Commercial activities at Cooper-Molera should complement the public interpretation and education program, and, conversely, public interpretation and education programming should take advantage of commercial ventures to broaden audiences and better engage the public. Commercial activities existed at the site throughout most of its history, and public interpretation will be enhanced by creatively exploring connections with that history and the contributions of the families that lived there. John Rogers Cooper and Encarnacion Vallejo de Cooper—and their descendants—owned significant properties from Big Sur to Salinas and played an important role in the development of agriculture and commerce in the Salinas Valley. In the early 20th century, Andrew Molera, John Cooper's grandson, raised pedigreed beef cattle, dairy cattle, hogs and sheep at his Big Sur ranch and introduced the cultivation of artichokes and berries as row crops on the 3,000 acres of family land in Castroville that he managed. In addition to the Cooper family, Manuel Diaz and his wife Luisa operated a retail store and other commercial ventures on the site beginning in the 1840s, and a range of businesses—including a tavern and a dance studio—operated at the site by others in the late 19th century and first half of the 20th century. Current day commercial activity at the site should reflect and illustrate this important history.
- An effective interpretation and educational program at Cooper-Molera requires continuing or new partnerships in some form with CSP, MSHPA, the City of Monterey, and other local cultural institutions. New or expanded interpretive themes—such as cultural plurality in Alta California, thoroughbred horseracing and animal husbandry, and the agricultural development of the Salinas Valley—should be carefully researched and actively interpreted at Cooper-Molera to engage both new and existing audiences.
- To ensure its successful implementation, a continued interpretation and educational program at Cooper-Molera should include an on-site presence by a responsible nonprofit manager. Funding for that position (even if at a modest level at the initial stages) should be built into the operating model.
- The full range of Cooper collections related to the history of the site, including a significant collection of archaeological artifacts, should be used for educational and interpretive programs at Cooper-Molera. These collections should be well-stewarded and employed in imaginative ways to tell the stories of the history of California and the people and diverse cultures that shaped that history. Items used for interpretation should be regularly rotated, new exhibits should be created, and exhibits

should be regularly updated, with new themes used to bring in new audiences on a regular basis. Collections items that are unrelated to the history of the property should be considered for other uses.

Cooper-Molera Revisioning

Using the parameters set out above, the Cooper-Molera team at the National Trust developed a revised vision for a future operating model at Cooper-Molera Adobe, to include a variety of nonprofit and compatible commercial uses designed to share—and in turn help sustain—this important historic site. The resulting concept also will create opportunities for new or expanded partnerships with CSP, MSHPA, other local cultural institutions, the City of Monterey, and others within the local community.

The four principal components of the vision are as follows: (1) an active historic interpretation and public education program, centered on the Cooper and Diaz Adobes, but taking full advantage of all other site assets, including other structures on the property, as well as the gardens and grounds; (2) compatible commercial use of the Corner Store and reconstruction of the 1980s Corner Store Addition to support the Corner Store and general site operations ; (3) compatible use of the Spear Warehouse and adjacent yard as a restaurant; and (4) adaptation of the Barns for private and public events, ranging from weddings to educational, theatrical, and other arts-oriented uses. (See the attached Exhibits, illustrating current conditions and the configuration under the proposal described in this concept paper.)

The basic framework of this revised vision for Cooper-Molera was shared with the various stakeholders described previously, and an overview of the revised vision for Cooper-Molera was presented at an informational session of the Monterey City Council on January 21, 2014. In March 2014, the Old Monterey Foundation and the Old Monterey Business Association endorsed the concept outlined in this paper. (The concept and the context of its development are also described in a video produced by the City of Monterey, available at <http://tinyurl.com/hr6t48a>.) In October 2014, the Superior Court of the State of California lifted certain restrictions in the will through which the National Trust received the property, allowing the types of uses proposed by the Trust. Working with a prominent San Francisco preservation architectural firm, Architectural Resources Group, detailed plans and drawings were drawn up, and in June 2015, the Historic Preservation Commission of the City of Monterey approved the plans proposed by the National Trust to implement the concept. Over the past 18 months, the National Trust and Foothill Partners have created a new special purpose entity (Cooper-Molera Preservation LLC) to operate the commercial portions of the property under a master lease from the National Trust, and have secured commercial subtenants to activate those spaces. The National Trust and Foothill Partners have also secured project financing and developed the extensive legal agreements necessary to implement this plan, including an innovative “Shared Use Agreement” designed to formalize and regulate the integrated commercial and nonprofit uses contemplated under the plan.

After extensive pre-construction planning and archaeology, construction will begin at the site in July 2017. The Cooper Adobe will be open for Christmas in the Adobes in December 2017 and the National Trust will provide other opportunities for stakeholders to tour the property during construction. The public will also be able to track the construction process through updates on social media and the National Trust will be conducting a webinar to highlight the project for a national audience in October

2017. Commercial tenants in the Corner Store, Spear Warehouse, and Barn Complex will open in Spring 2018, with the entire site expected to be fully activated by Summer 2018.

As outlined below, the entire Cooper-Molera property will be activated by the shared use concept and all areas will be utilized individually and collectively to interpret the property's history:

The Cooper Adobe. The Cooper Adobe will continue as the principal focal point for public interpretation of the history of the site (with related activities continuing in adjacent structures and in the grounds and gardens, as described below). Initially, the Cooper Adobe will be used as currently interpreted, furnished with period pieces from the Cooper family collections. The National Trust and California State Parks have identified furnishings in the collections that can be safely be used by the public and these will be placed in the *sala* on the Cooper Adobe's second floor to allow people to sit down and enjoy conversation in this space as many past residents of the home have done. Future interpretive and educational uses will be guided by a new interpretive plan, to be developed by the National Trust in cooperation with CSP, MSHPA, and others. One option may be to utilize some rooms within the Cooper Adobe primarily for active, changing exhibits that allow rotational use of the most significant objects from the collection, with a story-telling model tied to broader themes in California history. The main door from Munras Avenue into the Cooper Adobe hallway will serve as the principal public entrance into the museum space, with a paid or volunteer docent welcoming visitors and providing a brief orientation. The shutters of windows facing Munras Avenue will be opened to allow passersby to see inside, and to engage and interest them in viewing the exhibits directly. The archaeology room will continue to be used to tell the story about the original construction and later restoration of the building. The entire first floor could be open to the public for self-guided tours of exhibits, augmented with smart-phone or other digital interpretation tools—but the rooms could also be used for guided interpretation, particularly for school groups and public events. Both the upstairs and downstairs rooms in the Cooper Adobe could be used for occasional after-hours public events and light special event use, limited to small groups.

The Diaz Adobe. The Diaz Adobe will also be managed as part of the nonprofit portion of the site, but with enhanced public interpretation designed to explore the history and culture of California from a Latino perspective, particularly considering the prominence of Manuel and Luisa Diaz in the local community, and their long association with the property. Manuel Diaz served as First Alcalde during the Mexican era—a position that included the duties of mayor, sheriff, and judge—and he later was appointed as *consejero* to Walter Colton, who replaced him as Alcalde after the American seizure of Monterey. The archaeology collection from the grounds adjacent to the Diaz adobe vividly reflects both the everyday life of the Diaz family and the rich history of commerce in the region, and will provide an important primary resource for interpreting this important part of California's history. As noted below, the rooms of the Diaz Adobe will be open to the adjacent Corner Store Bakery and Café, and will be used for special exhibits to create a special “experiential” form of public interpretation and education for customers and visitors alike.

The Skylight Room. The Skylight Room at the rear of the Cooper Adobe will also be managed as part of the nonprofit portion of the site, and used as activity space for educational and interpretive programs, or as exhibit space. The Skylight Room (as with the Diaz Adobe) creates opportunities to display recent and contemporary art from the Monterey area, historic documents or images from the Cooper-Molera Archives, or the photographic collection of the Monterey Public Library's California History Room. Exhibits will be coordinated and curated with the assistance of outside partners (including the Monterey

Art Museum, the Old Monterey Foundation, and the City of Monterey), and will be changed regularly. This option will require close cooperation with local cultural institutions, and perhaps some cooperative fundraising to ensure support for a dynamic set of exhibits of art from the Monterey community. The bright and open environment in the Skylight Room makes it a perfect environment for these types of uses.

The Red House. The Red House, adjacent to the Cooper Adobe and the Skylight Room will become an administrative office for Cooper-Molera’s Director of Education and Interpretation (who, as noted below under “Administrative and Governance Considerations,” will be a National Trust representative). The central location of the Red House will help to emphasize the coordinating nature of the Director of Partnerships and Interpretation’s role for the *entire* property, and not simply the Cooper and Diaz Adobes. The Director will work closely with staff members responsible for the commercial operations on the site, to ensure close coordination of the educational/nonprofit functions and the commercial activities.

The Corner Store and Corner Store Addition. The corner store building, a historic adobe structure, and the adjacent corner store addition (a 1980s structure that will be rebuilt to match current needs) will become a bakery and café, with additional outdoor seating located in the adjacent interior courtyard. Interestingly, this use matches a historic use: portions of Cooper-Molera were used as the Pioneer Bakery in the early 20th Century. New modern bathrooms will be installed in the corner store addition to meet the needs of the entire property. The history of the Corner Store will continue to be interpreted as part of the museum program for the entire site, including interpretive exhibits within the retail space.

Spear Warehouse. According to studies by California State Parks, in the mid-nineteenth century the Spear Warehouse was most likely used as a *fonda*—a small inn providing both accommodations and meals. Under the revised Cooper-Molera vision, the Spear Warehouse will again become a small restaurant, with table service inside and in the adjacent courtyard for lunches and dinners. The main entrance will be on Polk Street, with a secondary entrance through the garden gate on Polk Street leading to the courtyard. The restaurant is expected to emphasize traditional forms of California’s culinary traditions. A kitchen facility to serve both this restaurant and other food service needs on the property will be constructed between the Spear Warehouse and the North Barn. This infill structure has been carefully designed to be fully compatible with the historic character of the site, and would be removable if uses were to change in the future.

(Exhibit D illustrates how a new restaurant at the Spear Warehouse is likely to look, showing the adjacent courtyard area.)

The Barns. As envisioned in the original Foothill Partners plan, the barns will be rehabilitated, seismically secured, and converted to use as an event center, for weddings, conferences, and educational, performing arts, cultural, civic and corporate events. The second floor of the north barn will be rehabilitated for use as a “green room” or bridal-party room with limited occupancy.

(Exhibit E illustrates how a new event center in the Cooper Barns might look, showing the adjacent grounds.)

Gardens and Grounds. Except for the Spear Warehouse courtyard, the gardens and grounds will become shared use common spaces that complement both commercial and educational/interpretive uses of

Cooper-Molera. The grounds outside of the barns, for example, will continue to be maintained in a rustic character, and available during the morning hours as a location for educational activities for schoolchildren or daytime special events like the July 4th Living History event—but in the evenings they may be used for outdoor seating for events at the Barns. The existing gardens to the east of the Cooper Adobe will be maintained with traditional plantings as a learning garden for school groups, and used to grow herbs and other plants to support both educational and restaurant operations. The garden areas along the southeast side of the adobe wall separating the original Cooper yard from the Spear Warehouse yard (facing the stone ruins of the summer cellar) will be retained. The current public restrooms, as noted above, will be enlarged and upgraded in a manner appropriate to serve all the various functions on site.

(Exhibit F illustrates how the proposed learning garden might look, showing the adjacent grounds.)

Public Access. During the day, the gardens and grounds of Cooper-Molera will be open to the public without charge through the Munras and Polk Street gates. The Cooper Adobe will have regular daily operating hours, with access through the front door, as well as access through the garden gates. The bakery and café at the corner store will continue to have public access through its main door and during its operating hours, and will also provide access to exhibits at the adjacent Diaz Adobe. During the evening, access to the restaurant at the Spear Warehouse will be through the Polk Street gate and the separate entrance to the Spear Warehouse. Access to the Barns event center will be through both Munras and Polk Street gates during daytime, and through the Polk Street gate in the evening.

Operations and Management: Under the revised vision, portions of Cooper-Molera (centered around the Cooper and Diaz Adobes) will be used primarily for historic site interpretation, complemented by related nonprofit uses, while other portions of the site will be leased for commercial operations, with significant areas of shared space that will support all those functions.

Nonprofit functions at Cooper-Molera will require a nonprofit entity as operator, and for the foreseeable future this nonprofit operator will be the National Trust. (At some point in the future, another nonprofit operating partner may be identified—or be established—to play this role, as is the case with many other National Trust Historic Sites.) To carry out that role, the National Trust will maintain a full-time Director of Partnerships and Interpretation on site (with offices in the Red House, a central location that—as noted earlier—will help to ensure that historic interpretation is integrated as a part of all activities at Cooper-Molera, including commercial operations). The Director of Partnerships and Interpretation will manage educational and interpretive programs—not only at the Cooper and Diaz Adobes, but also in the “shared use” spaces of the site, in coordination with commercial operators. Educational and interpretive activities will be supported through cooperative agreements for specific services with CSP, MSHPA, the City of Monterey, and other partners.

Because the site will include both nonprofit and commercial operations, the cooperative sharing of space will be addressed through a new and innovative cooperative agreement (the Shared Use Agreement), with clear ground-rules, operating guidelines, and conflict mediation procedures. Administration and site management will be facilitated through the use of a standing committee, comprised of the National Trust and Cooper-Molera Preservation LLC, representing its commercial operators.

As noted earlier, the operating agreements between the nonprofit and commercial partners at Cooper-Molera have been structured to address the complicated relationships between the operating parties, to ensure the following:

- No physical changes to the property are permitted, either in the initial development and subsequently, unless determined by the National Trust to (1) be consistent with the *Secretary's Standards*, (2) respectful of the historic character of the property including its gardens and grounds, and (3) compatible with interpretive and educational programming under the shared use model.
- No commercial uses of the property are permitted that might be incompatible or inconsistent with the authorized interpretive and educational uses of the site.
- All commercial participants have been screened for financial responsibility and will be fully insured, subject to the approval of the Trust. Commercial enterprises, such as restaurant operations, are required to ensure that support operations (such as deliveries) will be timed and executed in a way that will not interfere with educational/interpretive functions, and will not be disruptive to the surrounding neighborhood.
- Through the Shared Use Agreement, the parties have agreed to the terms under which nonprofit and commercial activities will be responsible for the areas assigned exclusively to them; they have agreed on terms of sharing costs for maintaining “shared spaces” and common facilities such as bathrooms; they have agreed to a system to permit the use of the grounds for uses to be shared under a schedule to be determined by the Director of Partnerships and Interpretation and Cooper-Molera Preservation LLC as the commercial operator; and they have agreed that all shared spaces will be reserved for certain special events on an annual basis, such as Christmas in the Adobes and the July 4th Living History event.
- The National Trust is currently working on developing a cooperative agreement with CSP to ensure that Cooper-Molera will continue to be identified as a participating site within the Monterey State Historic Park—included in CSP brochures and interpretive materials, with CSP staff continuing to be engaged and involved in developing and implementing public education and interpretive programs (with reimbursement to the extent required by CSP), and with key aspects (particularly development of an interpretation plan and administration of collections) carried out in close cooperation with CSP. (The National Trust is also in the process of negotiating a permanent transfer of the Cooper-Molera and Diaz collections to CSP, with a cooperative program to ensure appropriate exhibition of selected collections at Cooper-Molera.)
- The National Trust also plans to establish a cooperative agreement with MSHPA to continue the critically important services performed by MSHPA volunteers over the past several decades in supporting the public education and interpretive activities at Cooper-Molera. Operating Cooper Adobe as a historic site independent of (but in cooperation with) CSP may eliminate some of the labor concerns that have traditionally restricted the use of MSHPA volunteers as docents and tour guides for Cooper-Molera. Going forward, the National Trust intends that MSHPA’s longstanding relationship with Cooper-Molera will be continued through a variety of educational and interpretive programs, ranging from the K-12 school-year and summer programming, to special events such as

Christmas in the Adobes, to selling seeds, jams, and other products made from the site's gardens to help perpetuate California's heirloom fruit and vegetable varieties.

- The National Trust also will explore opportunities to enter into cooperative agreements with the City of Monterey and other local institutions to support interpretive and educational activities at Cooper-Molera. The opportunity to use the Diaz Adobe and the Skylight Room at the Cooper Adobe as spaces for displaying local art could be an opportunity to work with other local cultural institutions.
- The National Trust will also seek to maintain and strengthen relationships with the many living descendants and collateral relatives of John and Encarnación Cooper and other past residents of Cooper-Molera, facilitating in the collection and sharing of family information and helping (through exhibits and events, such as family gatherings) to tell the individual family stories that reflect the broad spectrum of California history.

Conclusion

For many years, Cooper-Molera Adobe was leased and operated by California State Parks, but that phase of its stewardship has now passed. As the property's owner, the National Trust has the ultimate responsibility for ensuring the site's long-term preservation. With CSP's operations now ended, and with few other options for a sustainable operating model, the National Trust has determined that the future of this important historic site can only be secured by developing a creative approach, and one that provides a significantly greater level of long-term financial sustainability.

As noted previously, the National Trust initially considered a more intensive development proposal for Cooper-Molera. However, after hearing concerns from a number of community members, we have given considerable attention to developing a different approach—one that will still introduce compatible commercial functions at the site, but maintain an active program of historic interpretation, centered within the Cooper and Diaz Adobes but integrated throughout the site. We believe that this model will actually create greater opportunities to engage the public at Cooper-Molera, to interpret the site's significance in California history as Frances Molera intended with her bequest of the property to the National Trust, and to generally enhance the property as a community asset.

This concept suggests an approach that, we believe, will provide a solution to the challenges facing Cooper-Molera, and ultimately may be model for other historic sites across the country.

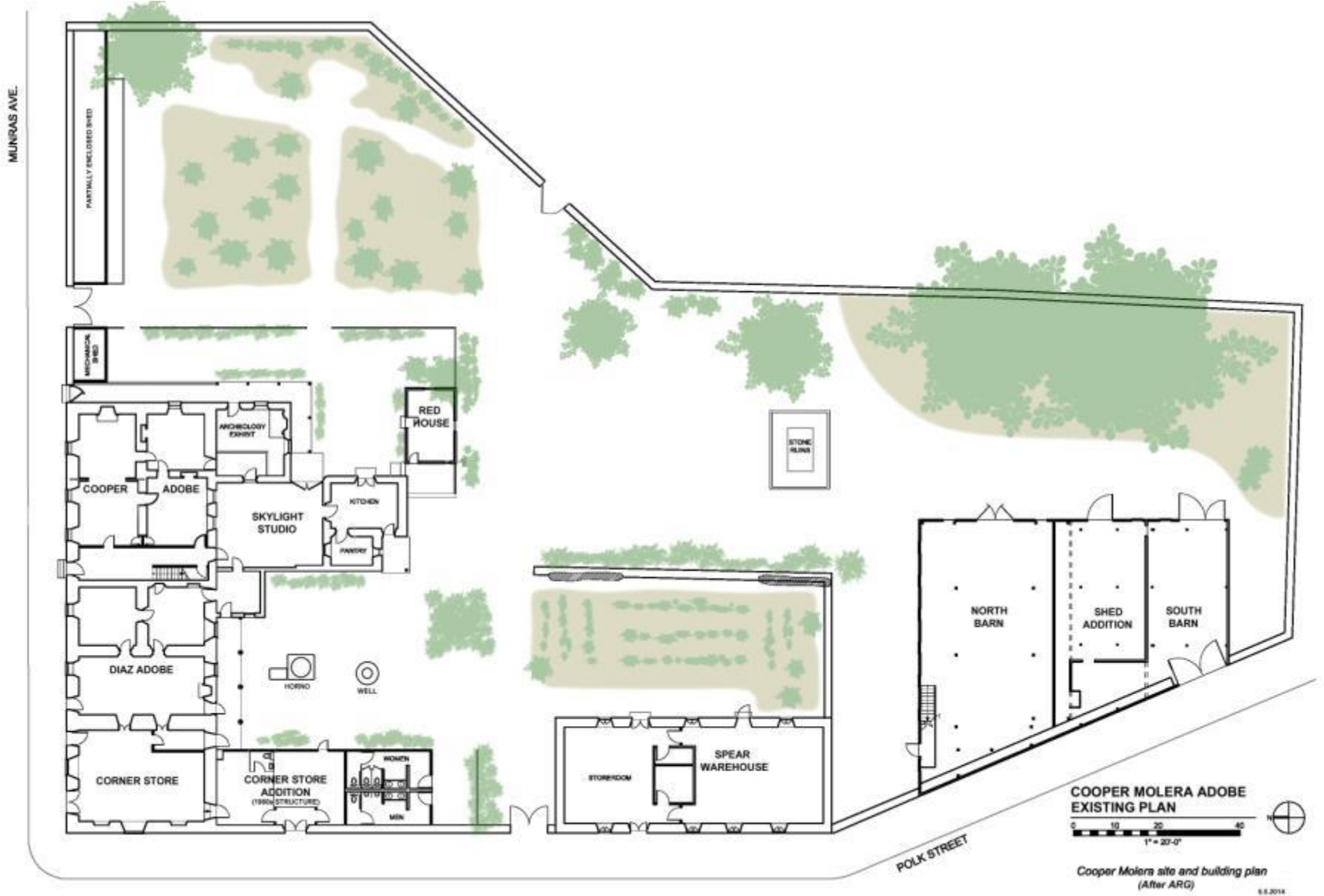
EXHIBITS

- A. Cooper-Molera Stakeholder Engagement
- B. Cooper-Molera: Existing Plan
- C. Cooper-Molera: Proposed Plan
- D. Illustration: Proposed restaurant at the Spear Warehouse.
- E. Illustration: Proposed event center in the barns
- F. Illustration: Proposed learning garden

Cooper-Molera Stakeholder Engagement

The following organizations and individuals participated in a range of meetings related to the future of Cooper-Molera. While not all of these parties may fully support this revised conceptual proposal, the National Trust gratefully acknowledges their support of the site and their willingness to share their views about the future of this important historic property.

Alliance of Monterey Area Preservationists	Libby Downey	James McCord
Architectural Resources Group	Sharon Dwight	Therese McNevin
California State Parks	Maria Eldridge	Barbara Miester
City of Monterey	Pat Friedrich	Nattalia Merzoyan
Cooper Family Descendants	Mat Fuzie	Fred Meurer
Monterey Commercial Property Owners Association	Jane Garrettson	Susan Miller
Monterey State Historic Park Association	Alicia Goodwin	Vince Michael
Old Monterey Business Association	Charles Granquist	Naomi Miroglio
Old Monterey Foundation	Betsy Huffman Griffin	Mike Mosebach
Eric Abma	Rick Johnson	Mark Norris
Debra Crawford Annis	Alan Haffa	John O'Neil
Julie Work Beck	Alfred Hackney	Gayle Paul
Matt Bishoff	Christy Hopper	Michelle Pearce
James Bryant	Jan Houser	Lindy Perez
Toy Bryant	Virginia Howard	Samuel Phillips
Kim Bui-Burton	Monica Hudson	Kris Quist
Elizabeth Caraker	Kip Hudson	Bob Reese
Julianne Burton-Carvajal, PhD	Gini Huffman	Chip Rerig
Patricia Clark-Gray	Major General Anthony L. Jackson	Clyde Roberson
Peter Coniglio	Rick Johnson	Carol Roland-Nawi
Jim Covell	Bende Kelly	Anne-Marie Lang Rosen
Monica Cromarty	Alan Kemp	Jovanna Rosen
Betty Crowder	Todd Lewis	Nancy Runyon
Kim Cole	Jill Nelson Lynch	Nancy Selfridge
Wayne Dalton	Mike Marotta	Suzanne Siegelman
Anthony Davi, Sr.	Bob Massaro	Mary Wright
Mike Dawson	Dee MacDonald	Lorraine Yglesias
	Michael McCarthy	



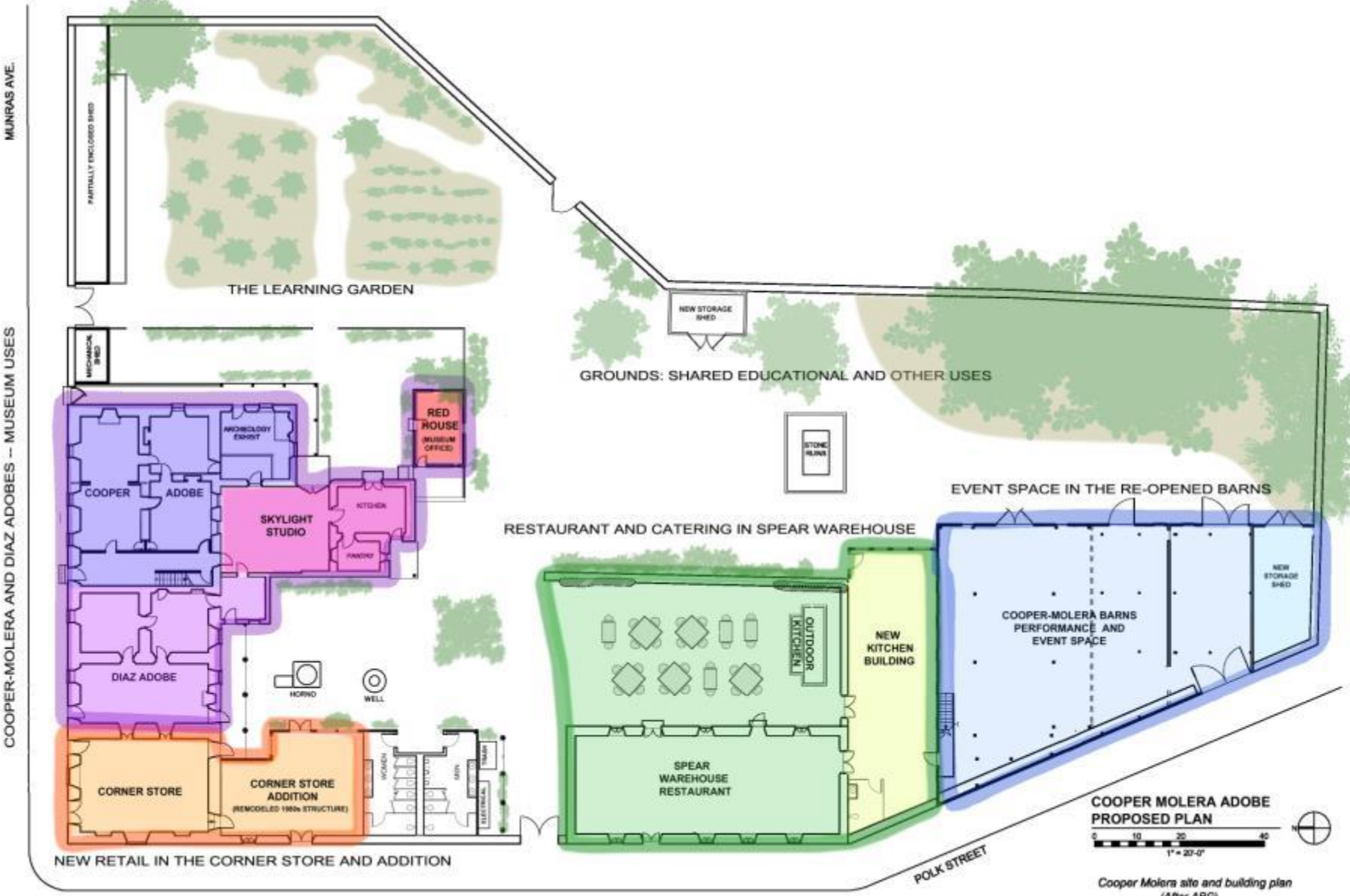


Exhibit D. Illustration: Proposed Restaurant at the Spear Warehouse



Illustration by Art Zendarski



Illustration by Art Zendarski

Exhibit F. Illustration: Proposed Cooper-Molera Learning Garden



Illustration by Art Zendarski