

STRATEGIC PLAN SUMMARY

Five Year Plan 2015-2020

Approved November 20, 2014, Feiro Marine Life Center Board of Directors

The organizational strategic goals for 2015-2020, positioning the organization for increased impact are: 1) increase engagement with and awareness of the connection between natural and social systems, in order to inspire us all to act on behalf of our environment; 2) increase individuals' caring ethic for nature, creating a life-long connection to the marine environment; 3) contribute to learners' skill sets so that they can make informed decisions and participate in solving environmental problems; and 4) demonstrate increasing excellence in Feiro's business operations to sustain the organization as a vital component of our community.

Strategic impact goals one through three are based on current research and promising instructional practices in informal education. Strategic business goal four was identified based on a S.W.O.T. analysis of plans and best practices for an education and visitor-serving non-profit and Feiro's increasing role as a vital and vibrant business in the downtown waterfront. These goals will guide how we plan and prioritize tactics, in order to extend Feiro's unique value proposition to positively impact the more than 70,000 residents of Clallam County on the North Olympic Peninsula and those who visit our communities.

This five-year plan will be implemented through annual action plans and budgets as approved by the Feiro Board of Directors. The precise tactics to achieve the strategic objectives, and the timeline for doing so, will be dependent on the funding that can be achieved and sustained. Additional guiding documents, including the communications strategy, development plan, marketing plan, education plan and 5 year business plan support this overall strategy.

Vision:

We envision residents of the North Olympic Peninsula leading the way in living sustainably to ensure thriving marine ecosystems.

Mission

Feiro Marine Life Center contributes to a strong community by providing local marine and watershed learning experiences, inspiring us all to act on behalf of our environment.

Strategic Goals and Objectives

1) Increase engagement with and awareness of the connection between natural and social systems, in order to inspire us all to act on behalf of our environment.

- 1.1 By 2020, receive 75% of the capital funds needed to begin construction of a new facility, which will increase visitation to 50,000 annually.
- 1.2 Annually, participate in a regional awareness campaign encouraging public action related to a relevant issue facing the marine environment and related watersheds, which will increase awareness and response.

2) Increase individuals' caring ethic for nature, creating a life-long connection to the marine environment.

- 2.1. By 2020, offer integrated marine and watershed programming for 50% of the preK-aged children in an approved "Connect to Kindergarten" program and offer lifelong learning programs for young children and families who are not enrolled in preK.
- 2.2. With partners, offer volunteer opportunities for youth and adults focused on caring for animals in our collection and in the wild.
- 2.3. Programs, exhibits and social media/marketing assets offer the opportunity to experience wonder, appreciation and beauty of local watersheds and marine environment.

3) Contribute to learners' skill sets so that they can make informed decisions and participate in addressing environmental challenges.

- 3.1. Maintain current, and build new, partnership programs with North Olympic Peninsula schools (public, private and home) that are in alignment with educational goals.
- 3.2. Increase participation in out-of-school and lifelong learning programs.
- 3.3. With partners, implement a "learning lab" that develops and expands the tradition of creative engineering and problem solving on the North Olympic Peninsula.

4) Demonstrate increasing excellence in Feiro's business operations to sustain the organization as a vital component of our community.

- 4.1. Continue to diversify revenue to fulfill business plan.
- 4.2. Implement a long term growth approach to attracting and retaining highly qualified individuals in our staff, volunteer and Board positions.
- 4.3. Implement and fund facility maintenance and replacement cycles, including office equipment, software, exhibits, infrastructure, etc.
- 4.4. Use sustainable operations strategies in the areas of water, waste, energy, chemical management, public awareness, construction, landscaping, purchasing and animal collections management.
- 4.5. Develop and implement an enterprise risk management plan that builds operational resilience and recovery capacity.