



STRATEGIC PLAN

2022 - 2026

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Acknowledgements

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For the 2022 update, we extend our thanks to all of those who helped with the original planning effort as well as to our new staff, volunteers, and board members; their ongoing support is critical to our current and future success.

Board of Directors 2022

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Executive Summary

Created in 1977 as ***Coastal Adventures***, a Washington Sea Grant program, today's ***Coastal Interpretive Center*** (CIC), has operated under the auspices of multiple state agencies and more recently under the management of the City of Ocean Shores (the City). In 2012, the City turned over management and operations to the nonprofit group originally created to support the City owned and managed Interpretive Center. That group ultimately became the CIC Board of Directors.

Since taking over operations in 2012, the CIC Board invested in ongoing upgrades and improvements to the CIC building, grounds, and exhibits. It entered into a stewardship agreement with the City to care for the Weatherwax property trail system, offered Center tours, tidepool tours, and forest tours for school groups of all ages, and developed and piloted several new classroom/field trip education program modules for 6th graders.

In 2019 a Strategic Planning Committee was formed, research efforts started, internal and external surveys and interviews conducted, and more than 500 comments were received, reviewed, and categorized. That effort resulted in a revised mission statement, a long-range vision, and clearly defined long-range goals. The immediate challenges to attaining those goals were identified and a five-year plan to address them was developed and approved by the Board in January 2020.

In March 2020, with the onset of the COVID-19 pandemic, the Board of Directors recognized the potential impact, closed operations to the public, and reassessed the priorities and time frame laid out in their freshly adopted Strategic Plan. The goal to accomplish a full renovation of the building's interior, including the upgrade of exhibits, was moved from 2023 to 2020. From March 2020 to May 2021 the board, volunteers, and staff worked together to open the narrow hallways; replace the dark paneling with light paint; install new flooring, museum quality lighting, and an updated HVAC system; and upgrade the restroom to ADA standards. Concurrently, all interior displays were either upgraded or completely replaced with new and professionally created exhibits.

This plan is intended to be a working reference document, a touchstone, to ensure that strategic priorities are being accomplished in a sequential and timely manner as conditions allow. It is meant to be updated and modified as goals are achieved, conditions change, or unforeseen opportunities present themselves. As we discovered in 2020, not every future outcome or opportunity can be predicted, but the CIC Board is more confident than ever that by having a unified vision and working together to achieve mutually agreed upon strategic objectives, the world-class interpretive center outlined in the vision statement can and will be developed.

Organizational Background

In 1977 a Washington Sea Grant program called ***Ocean Adventures*** created an interpretive center in Ocean Shores. In 1984 Washington State Parks, working in collaboration with U.S. Army Corps of Engineers, the City of Ocean Shores, and other State agencies took over this program and opened the ***Ocean Shores Environmental Interpretive Center***.

State Parks operated the Center until 1997 when the City of Ocean Shores assumed responsibility for operations. In 2012 the Ocean Shores Interpretive Center Association (OSICA) contracted with the City to take over responsibility for management and operations. Since then, it has changed its identity from OSICA to the CIC Board of Directors, changed the Center's name to the ***Coastal Interpretive Center***, accomplished a full interior renovation, and upgraded or completely replaced its interior exhibits. It has also expanded educational programs for local youth, developed an annual promotions plan, and assumed a stewardship role for the City's 121-acre Weatherwax property and trail system.

Baseline Conditions

Since assuming management responsibility from the City in 2012, the CIC Board of Directors has depended on a small cadre of dedicated volunteers and staff to move forward with extensive improvements to the facilities and exhibits while maintaining strict budgetary and expenditure controls.

ACCOMPLISHMENTS 2012-2021

Governance and Operations

- Assumed management and operation of the ***Coastal Interpretive Center*** .
- Maintain year-round operation of the Center, open for visitors on weekends from Labor Day to Memorial Day, and five to seven days a week from Memorial Day to Labor Day.
- Established Standing Committees to provide oversight, leadership and labor.
- Upgraded Damon's Outpost to focus on environmental books and gifts for all ages.
- Developed and maintains a strong relationship with the City of Ocean Shores.
- Entered into a stewardship contract with the City of Ocean Shores to care for the Weatherwax Trail system.
- Created new CIC communications platforms including "Glimpses" newsletter, CIC Facebook pages, Instagram account and website, and weekly blogs on the website.

Funding and Financials

- Ongoing, financially sound operations with no debt.
- Implemented annual giving campaign and membership drive.
- Reorganized retail operations to increase profitability.
- Implemented a fee structure for admissions.

Communications

- Launched a new CIC website in July 2020—19,137 visitors and 37,667 page views as of September 2021
- Created a blogging cadre in July 2020 that uploads a weekly blog on the website—total views for a blog range from 15 to 3,490 as of September 2021
- Created "Glimpses" newsletter—742 subscribers as of September 2021
- Created CIC Facebook page—1,313 followers as of September 2021
- Created CIC Instagram account—477 followers as of September 2021
- Created CIC YouTube page—approximately 2500 views as of September 2021
- Created annual promotions plan including radio and print/social media

Programs

- Created and implemented three science modules for K-12 students.
- Developed and delivers the popular Glimpses Lecture Series.
- Developed and maintains a working relationship with the North Beach School District.
- Updated and delivered Center tours and tidepool field trip programs for school groups of all ages.
- Developed and delivered education programs to support the City of Ocean Shores Summer Fun program.
- Maintains ongoing rain gauge data from several monitoring locations in Ocean Shores

Facilities and exhibits

- Completed extensive remodel of building interior.
- Maximized space utilization to create additional storage space for collections.
- Completed extensive upgrade of exhibits and exhibit galleries.
- Designed, created, and installed new exhibits.
- Partnered with the City for exterior maintenance of the building
- Installed an indigenous plant water garden

From 2012 to 2021 the Board kept admission to the Center by donation only. Hands-on education programs and field trips for youth were delivered using volunteer staff and donated transportation with no cost to schools. During the planning process, the CIC recognized that this approach, while laudable, would not be sustainable over the long-term. Developing sustainable funding to ensure ongoing operations is imperative. In 2020, the Board made the hard decision to implement a minimal admission fee to the Center along with transitioning to a “fee for service” model for the educational programs and tours.

When COVID-19 struck in early 2020, the Board proactively examined their recently adopted strategic plan and made the decision to fast forward the interior renovation of the building and upgrade of the exhibits. The completion of this major milestone out of

sequence has resulted in the need to review and revise the plan and its timeline but not the overarching strategic goals. They remain: 1) Pursue Organizational Excellence, 2) Expand CIC's base of support, 3) Increase CIC revenues and 4) Explore options and take steps to address lack of capacity at the current facility.

Mission

To educate the public about the natural and cultural history of Washington's Pacific Coast and inspire the joy and wonder of nature.

The Coastal Interpretive Center considers "Washington Pacific Coast" to include the area from the Columbia River northward to Cape Flattery and eastward from the continental shelf to watersheds draining into the Pacific Ocean.

Long-range Vision

The Coastal Interpretive Center will be a world-class interpretive center with high-quality programs, exhibits, and facilities where both the general public and the scientific community will feel equally engaged and empowered.

Long-range Goals

Based on this vision for the future, the following long-range goals have been identified:

- Adequate professional staffing with a robust volunteer program.
- High-quality, regionally and/or nationally recognized programs and activities.
- Professional, engaging, high-quality exhibits, both in content and presentation.
- Collaborating with others in meaningful research related to the CIC mission.
- Operations supported by a sustainable business model.
- The CIC is financially secure.
- Region-wide reputation as a "must-see" Pacific Coast attraction.
- CIC facilities have sufficient room for projected expansion.
- Collect, display, curate, and provide access to biological, geological, and cultural materials that support the CIC mission.

2022 - 2026 Challenges

The CIC Board has identified the following as the most significant challenges the organization must address over the next five years to realize its long-range goals.

- **Impacts of ongoing COVID-19 pandemic**
- **Weak organizational structures**
- **Weak communications**
- **Limited base of support**
- **Lack of facilities to support CIC programs and projected growth**
- **Insufficient funding to support needed expansion**

Strategic Goals

Based on these challenges, the CIC Board identified four Strategic Goals.

1. **Pursue Organizational Excellence**
2. **Expand CIC base of support**
3. **Increase CIC revenues**
4. **Explore options and take steps to address lack of capacity at the current facility**

Primary Areas of Focus

Governance - Attaining and adopting “Best Practices.”

Communications - Improving internal and external communications and messaging, communications platforms, and expanding the CIC communications network.

Programs - Improving and expanding CIC programs and participant demographics.

Sustainable funding - Developing models and supporting systems that will increase revenues, support ongoing revenue generating activities and events including transitioning education programs to a fee-for-services model.

Facilities - Improving current facilities while laying the groundwork for a new facility.

Collections – Assess, catalog, and professionally store, display and provide access to the CIC collections.

Goals, Objectives, and Performance Measures 2022 - 2026

Goal 1 - Pursue Organizational Excellence

1. Reestablish CIC standing committees with clearly defined responsibilities.
2. Transition operations from standing committees to staff-driven.
3. Review and update all CIC policies and procedures to align with Best Practices.
4. Improve internal and external communications.
5. Build Leadership capacity within the Board and committees.
6. Provide staff training and develop staff positions as time and funding allow.

Key Performance measures

- Active committees work with staff to develop annual work plans and support staff efforts to implement them.
- There is sufficient staff to support CIC programs and activities.
- Budget processes are aligned with operations planning processes.
- All CIC policies are reviewed, formally adopted, and dated by the Board.
- Annual Promotions Plan is developed, implemented, and tracked.
- There is consistent expansion of CIC communications networks (digital & database counts)
- There are annual leadership training or workshop opportunities for board and committee members.
- Appropriate training for staff has been fully fleshed out and implemented.
- Welcome orientation, training materials, and opportunities to learn more about CIC and its mission are provided to all new staff, volunteers, board and committee members within one month of their formal involvement with CIC.

Goal 2 - Expand CIC base of support

1. Engage with and improve relationships with School Districts, City, County, State, Tribal, and Federal entities.
2. Increase opportunities for community participation and support of CIC programs and activities.

3. Provide consistent, high quality, engaging, and informative content across all CIC communications platforms.
4. Develop and utilize evaluation tools and surveys to gather, analyze, and apply feedback to improve CIC operations and activities.
5. Expand outreach and fundraising efforts to include broader audiences.
6. Expand strategic partnerships.

Key Performance Measures

- Committee communication reports and individual contact reports are properly filed in a database.
- Audience demographics and program delivery areas have been expanded.
- Number of programs and activities aligned with Washington state standards have increased and improved.
- Number of participants in established programs and activities have increased.
- There is ongoing review and improvement of CIC operations and activities.
- Content provided to Communications Committee has increased and is consistent.
- There are increased “clicks,” “Likes,” and “viewer counts” on CIC communication platforms.
- A successful annual fundraising plan is developed, implemented, and tracked.
- There is an increase in active partner participation.
- There is consistent and timely production of annual reports and formal presentations to the City.

Goal 3 - Increase CIC revenues

1. Increase earned income from programs, admissions, retail sales, and other activities.
2. Increase fundraising income through implementation of annual fundraising plans.
3. Increase funding through public and private sector sources and grants.
4. Expand program offerings and client base.

Key Performance Measures

- Increase in program income.
- Expansion of program demographics.

- Increase in admissions and entry donation income.
- Increase in retail sales and other earned income activities.
- Successfully plan and implement annual fundraising events and activities.
- Increase in membership and sponsorship income.
- Increase in annual giving campaign income.
- Increase in income from public and private sector sources and grants.

Goal 4 - Explore options and take steps to address lack of capacity at the current facility

1. Complete needs assessment and develop recommendations for Board action as appropriate.
2. Continue to explore options for acquiring additional property and/or facilities.

Key Performance Measures

- Report from facilities assessment team with recommendations.
- Board review and adoption of assessment report with authorization for next steps.
- Case statement is created and preliminary planning has begun.
- Establish facilities capital plan for Phase 2 of CIC facilities upgrades.

Overview by Year

2022 - Will be a year of recovery and improvement that will include: ongoing review and refinement of CIC policies and procedures, further expansion and refinement of communication networks with focused messaging, as well as building capacity within the CIC Board and its committees. A two year initiative to upgrade of CIC education programs for youth will launch in the fall. It will also be a year for celebrating CIC's 45/10 Anniversary, facility and exhibits upgrades, new activities for adults and families.

2023 – Will see continued focus on improving communications, marketing and annual fundraising efforts. CIC will begin piloting new educational programs and teacher workshops. Design work on *Going Coastal Phase 2* will be underway.

2024 – Will see *Growing Coastal Phase 2* construction in full swing. New education programs and materials will be finalized and marketed to schools throughout Grays Harbor County. Continued expansion of support networks, program partners and client base will ensure CIC fundraising efforts are continued successes.

2025 – Will be a year of self-assessment and improvement across all departments. *Growing Coastal Phase 2* will be drawing to a close. Strong partnerships with City, QIN, Seabrook, OCNMS, M-WA NHA, State Parks, DNR, Fish and Wildlife, GH College, Evergreen, and UW help strengthen CIC program offerings and credibility.

2026 – Will be a big year for the CIC. Showcasing the successful completion of *Growing Coastal Phase 2* and “Two Cultures / First Contact.” *Growing Coastal Phase 3* gains critical support and momentum. Planning efforts to celebrate CIC’s 50th Anniversary in 2027 will begin in January 2026.

Rising Tide

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APPENDIX A. Strategic Goals and Objectives (2022)

Stated Goal	Area of Focus	Action Item
1. Pursue Organizational Excellence		
2. Expand CIC base of support		
3. Increase CIC revenues		
4. Explore options and take steps to address lack of capacity at the current facility		
	Primary Areas of Focus	
	a. Governance - Attaining and adopting "Best Practices."	
	b. Communications - Improving internal and external communications and messaging, communications platforms, and expanding the CIC communications network.	
	c. Programs - Improving and expanding CIC programs and participant demographics.	
	d. Sustainable funding - Developing models and supporting systems that will increase revenues, support ongoing revenue generating activities and events including transitioning education programs to a fee-for-services model.	
	e. Facilities - Improving current facilities while laying the groundwork for a new facility.	
	f. Collections – Assess, catalog, and professionally store, display and provide access to the CIC collections.	
Q1-4 indicates quarters		
<u>Board</u>		
1	a	Board will appoint a work group to develop a <u>Draft Diversity, Equity and Inclusion (DEI) statement</u> for Board review and adoption no later than 4/14/22.
1,2	a,b,d	Board members, Committee members, Staff and " Single focus team members " will actively engage CIC membership and the general public to recruit needed resources, expand committee membership and "single focus team members"
<u>COMIT Committee</u>		
1,2,3	a,b,c,d	COMIT will coordinate with Committees and Staff to develop a list of <i>Messaging Priorities and related Timelines</i> for 2022.
1,2,3	a,b,c,d,e,f	COMIT will develop a <i>2022 Communications Calendar</i> identifying focus and timelines for targeted messaging, to be presented to the Board for approval <u>no later than the February 2022 Board meeting</u> .
1,2,3	a,b,c,d,e,f	COMIT will work with Committees , Board , Staff and other CIC Team members to develop and disseminate targeted messaging to CIC membership, media, partners and other stakeholders in accordance with the <i>2022 Communications Calendar timeline</i> .
1,2,3	a,b,c,d,e,f	Staff and Committees will assist COMIT with specific, message related content (articles, background information, interviews, photos, video, etc.) in a timely manner per the <i>2022 Communications Calendar</i> and <i>Submission Guidelines</i> .
1,2,3	a,b,c,d	COMIT will coordinate with Committees , Board and Staff to develop a list of <i>messaging priorities for 2023</i> and create a <i>2023 Communications Calendar</i> identifying timelines and focus for targeted messaging in the <u>4th Quarter of 2022</u> , providing a Draft to the Board for <u>approval at the January 2023 Board meeting</u> .

<u>Development and Fundraising Committee</u>		
1,2,3	a,b,d	Development and Fundraising Committee will create a <i>2022 Development and Fundraising Calendar</i>
1,2,3	a,b,d	Development and Fundraising Committee will coordinate with COMIT to identify Development and Fundraising priorities and messaging for the <i>2022 Communications Calendar</i> in <u>January 2022</u> .
1,2,3	a,b,d	Development and Fundraising Committee will finalize a <i>2023 Development and Fundraising Calendar</i> in <u>Dec. 2022</u>
1,2,3	a,b,d	Development and Fundraising Committee will coordinate with COMIT to identify Development and Fundraising priorities for the <i>2023 Communications Calendar</i> in <u>December 2022</u> .
1,2,3	a,b,d	Development and Fundraising Committee will work with Board, Staff, Committees and “ single focus team members ” to ensure that the “ <i>Going Coastal!</i> ” FUNdraising event will include sponsorships, participant fees and other income sufficient to cover all related costs and provide a net income of at least <u>\$5K. Fall 2022</u> (Specific date TBD by D & F Committee)
<u>Facilities Team and Board</u>		
1,2,4	a,b,c,d,e,f	Facilities Team will complete a needs assessment and provide a report with recommendations to the Board for consideration at the February 2022 Board meeting.
1,2,4	a,b,d,e,f	The Board will take action to determine whether or not to accept the recommendations of the Facilities Team and how to move forward with <i>Growing Coastal Phase 2</i> .
1,2,4	a,b,d,e	The Facilities Team will work with COMIT and Staff to develop and deliver <i>presentations</i> to the City and to the Heritage Caucus
1,2,4	a,b,d,e,f	Staff and representatives of the CIC Board will meet with the City of Ocean Shores to open a dialog regarding the possibility of consolidating the two CIC lots with the City lot to develop a tsunami shelter on the South Peninsula which would also serve as a new home for an expanded CIC and its research focused partners. <u>Q1 – Q2</u>
<u>Education Committee</u>		
1,2,3	a,b,c,d	Education Committee will develop “real cost” estimates for all current CIC programs with a recommended “real cost” based <i>Program fee schedule</i> for Board approval <u>at or before the March 2022 Board meeting</u> .
1,2,3	a,b,c,d	Education Committee will develop recommendations for a <i>Title 1 school scholarship program</i> for Board approval <u>at or before the March 2022 Board meeting</u> .
1,2,3	a,b,c,d	Education Committee will coordinate with COMIT to identify Education/Program priorities and timelines for the <i>2022 Communications Calendar</i> in <u>January 2022</u> .

1,2,3	a,b,c,d	Education Committee will identify and develop one or more new program partners in 2022. (Audubon, Seabrook, DNR?)
1,2,3	a,b,c,d	Education Committee will coordinate with COMIT to identify Education/Program priorities and timelines for the <i>2023 Communications Calendar</i> in <u>December 2022</u> .
1,2,3	a,b,c,d	Education Committee and Staff will work with COMIT to promote program opportunities and expand program participation.
1,2,3	a,b,c,d	Education Committee and Staff will identify two new program opportunities for development in 2023.
1,2,3	a,b,c,d	Education Committee and Staff will identify two potential new program partners to expand CIC program audience and opportunities in 2023.
1,2,3	a,b,c,d	Staff will work with the Education Committee to develop a <i>BWET grant application</i> for staffing to develop/upgrade, pilot, and refine CIC's ocean, watershed and estuary related education programs. (Including: staff/student scientist training, pre and post visit teacher materials, and alignment with latest state standards by grade level.) <u>January/February 2022</u>
1,2,3	a,b,c,d	Staff will work with the Education Committee to develop a funding request to the Ben. B. Cheney Foundation to fund staffing to develop/upgrade, pilot, and refine CIC's coastal forest and watershed related education programs. (Staff/student scientist training, pre and post visit teacher materials, and alignment with latest state standards by grade level.) <u>No later than June 2022</u> .
<u>Collections, Curation, Exhibits</u>		
1	a,f	With Inspire Grant funding, Staff will begin development of an exhibit in the Coastal Rivers Gallery (<u>Q4</u>).

APPENDIX B.



Appendix B 2022 – 2026 Strategic Plan

ORGANIZATION OVERVIEW

December 31, 2021

ORGANIZATION OVERVIEW

As of October 31, 2019



Executive Summary

The **Coastal Interpretive Center** (CIC) is a long-established concept under new management. Washington Sea Grant first created ***Ocean Adventures*** in 1977 to educate visitors to the coast. Over the next 37 years a number of public entities have operated the interpretive center. In 2012 the non-profit group that is today the **Coastal Interpretive Center** assumed responsibility for management and operations.

Transitioning from 37 years as a publicly funded operation to self-funded non-profit operation has been a challenge but CIC has risen to the task, making multiple improvements to the Center and its exhibits, its education programs and activities.

In 2019, with seven debt-free years under its belt, the CIC started looking to the future and created its first long-term strategic plan approved by the Board of Directors in January 2020. When the COVID-19 pandemic hit just a few weeks later, the CIC Board recognized the change in conditions, reviewed their plan and their goals. They closed down the Center and launched a major renovation of the building interior and exhibits which they originally scheduled for 2023. This major shift in their planning timeline has resulted in a review and revision of strategic priorities and goals for the next five years.

This Organization Brief is an internal self-assessment, a snapshot of a point in time (Fall 2021) as the CIC Board begins an update of their Strategic Plan. In this document you will find unvarnished information about organizational governance, operations, programs, facilities, financials, resources and obligations as they were in the Fall of 2021. Even as this document was being written, changes were being made to address issues identified. The purpose of this document was to provide a firm base of understanding upon which a solid strategic plan could be built.

With climate change and increasing ocean acidification a certainty, educating youth and the general public about biological and earth sciences has never been more important. The CIC has an established background in providing quality science education programs for youth. Taking these programs to the next level, expanding staff and delivering quality programs to broader audiences will ensure that the CIC can generate the resources it needs to support sustainable growth well into the future.



History

What is today the **Coastal Interpretive Center** began in 1977 as a Washington Sea Grant program called **Ocean Adventures**. In 1984 Washington State Parks, working in collaboration with State Dept. of Natural Resources, Departments of Fisheries, Wildlife, the U.S. Army Corps of Engineers and the City of Ocean Shores, took over the program and opened the **Ocean Shores Environmental Interpretive Center**. That original multi-party agreement was modified a number of times over the next decade.

In 1997 the City of Ocean Shores assumed full responsibility for operations and renamed the facility the **Ocean Shores Interpretive Center (OSIC)**. The City then hired a manager who was supported by a cadre of dedicated volunteers. In 1999 *Ocean Shores Interpretive Center Association* was created to help support City operation of the OSIC. This new nonprofit developed and staffed **Damon's Outpost** bookstore.

In 2012 the *Ocean Shores Interpretive Center Association* entered into an agreement with the City to assume responsibility for governance and operations. They broadened the mission, renaming the organization and the facility the **Coastal Interpretive Center**. Since that time the organization has steadily improved the Center, upgrading the facility, its programs and exhibits. It entered into a stewardship agreement with the City to maintain the 121-acre Weatherwax Forest property and trail system. Although CIC had developed education programming for local youth, the pandemic has forced a shutdown of these programs. During this shutdown CIC is working to review, expand and improve these programs, aligning and integrating them with grade specific state standards.

Mission

To educate the public about the natural and cultural history of Washington's Pacific Coast and inspire the joy and wonder of nature.

The Coastal Interpretive Center considers "Washington Pacific Coast" to include the area from the Columbia River northward to Cape Flattery and eastward from the continental shelf to watersheds draining into the Pacific Ocean.

Long-Range Vision

The Coastal Interpretive Center will be a world-class interpretive center with high quality programs, exhibits, and facilities where both the general public and the scientific community will feel equally engaged and empowered.

Long-range Goals

Based on this Vision for the future, the Board identified the following long-range goals:

- Adequate professional staffing with a robust volunteer program
- High quality, regionally and/or nationally recognized programs and activities
- Engaging, high quality exhibits, both in content and presentation
- Collaborating with others in meaningful research related to our Mission
- Operations supported by a sustainable business model
- Financially secure
- Statewide reputation as a "must-see" Pacific Coast attraction
- Facilities with sufficient room for expansion
- Collect, display, curate and provide access to biological, geological and cultural materials that support the Center's mission

Organization Overview

Governance

The Coastal Interpretive Center is a 501(c)(3) membership organization. The Board is composed of not less than ten, nor more than 14 unpaid members who are elected by the membership at their annual membership meeting. Each elected term is three years. Board Officers are elected by the Board to serve one-year terms. Officers include: President, Vice-President, Secretary, Treasurer, and immediate past-President.

Standing Committees

With limited staffing, most of the work accomplished by the CIC over the past decade was done by small but active standing committees. Standing committees in 2020 included: **Leadership**, **Finance**, **Education**, **Fundraising**, COMIT (Communications Marketing, and Technology), and **T-LEAF** (Trails, Landscaping, Exhibits, Collections and Facilities). Some committees fell inactive through the pandemic but will come back in 2022 with new energy.

Staffing

Maintaining professional staff has been an ongoing challenge for the CIC. Since 2012, the CIC has had several different “administrators” overseeing operations. While there may have been many different issues involved, one constant issue has been insufficient dependable funding.

The current operating model is one professional director, a part time office assistant, and a mix of paid docents and volunteers as front-line staff. Programs have been delivered by a small cadre of unpaid Education Committee members and other volunteers.

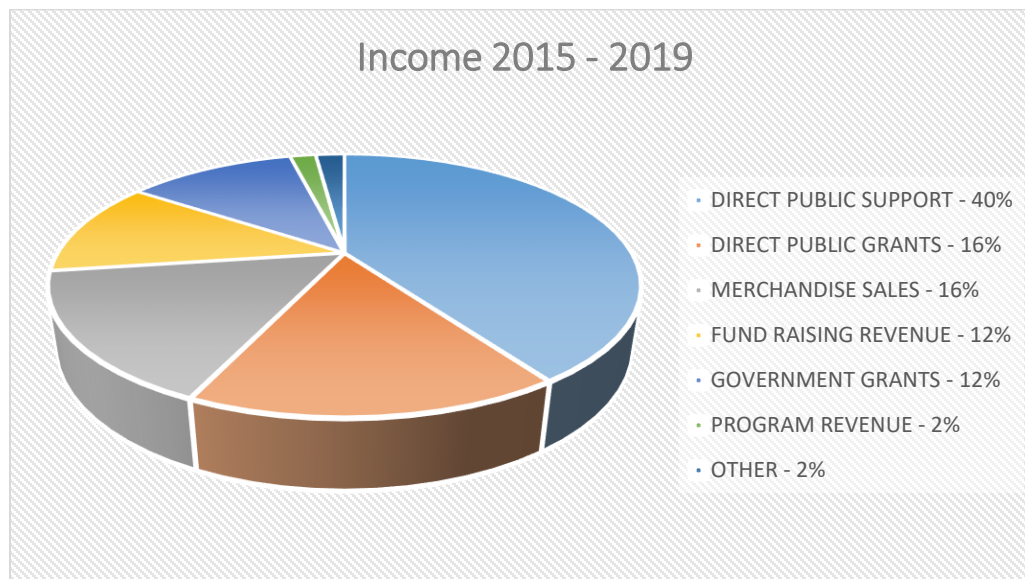


The current director was hired in May 2021 and appears to be highly motivated, energetic, and imaginative. Maintaining funding for all of the paid positions will be very important for implementation of the Five-year Strategic Plan.

Financials

Income

Annual income for 2020 and 2021 was low due to the pandemic, but started to increase once the Center opened again to the public in May 2021. Income less cost of goods sold is low for an organization of this size, but annual income has increased 55% over the past five years from \$81,824 in 2015 to 148,053 in 2019.



Program revenues are much lower than they should be for a number of reasons including the following:

- Youth programs are provided at no charge.
- Limited window for school field trips
- Lack of capacity due to few trained education staff.
- Not offering summer programs or camps
- Limited adult program offerings

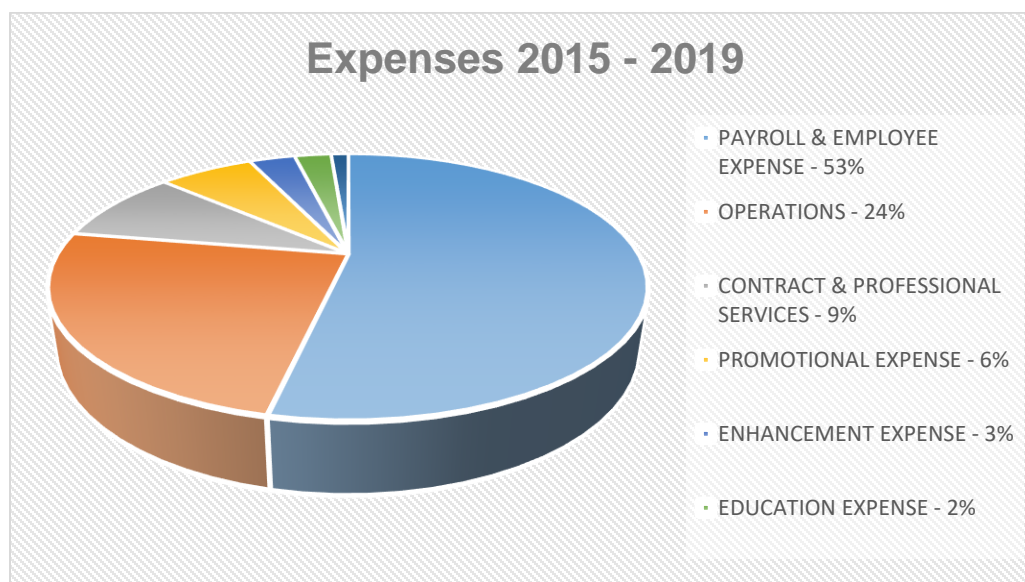
It is not unreasonable to expect program fees could provide 30% to 40% of CIC income.

Prior to re-opening in May 2021, admission to the Interpretive Center was by donation. When the CIC re-opened, it started charging admission (\$5/adult, \$10/family group, members free). The 2022 work plan will include an effort to analyze donation vs admission data to see how this decision will affect revenue.

Expenses

Annual expenses are in line with annual income, but that does not offset the problems caused by being extremely underfunded.

Annual expenses have increased 53% over the past five years from \$68,171 in 2015 to \$127,746 in 2019. This increase is largely due to a shift to paid staffing.



Fundraising

Fundraising efforts between 2015 through 2019 included: Grants, Raffles, Auctions, Spaghetti Feed, Annual Campaign, Whale Tail Days, Annual Yard Sale, Car Wash, Memberships, and Sponsorships. In 2020 and 2021, the fundraising efforts were limited to some raffles, an online auction, and an attempt to open Damon's Outpost during the holidays.

Although there have been many fundraising efforts over the past five years, grants and funding from the City of Ocean Shores have been the most consistent revenue stream.

Income from private grants has averaged \$26,647 per year. In 2020, the City of Ocean Shores agreed to include \$120,000 for the CIC in their 2021/2022 budget (\$60,000 for 2021 and 2022)



Prior to the pandemic, multiple fundraising activities seemed to get launched, start to build, and then drop off or get abandoned all together. The Development and Fundraising Committee is being reconstituted bringing new energy and resources .

With the new admission policy, membership numbers have increased. Although CIC has various mailing and contact lists, there has been no formalized donor development database to help the organization track its relationships with donors. The 2022 workplan will include an effort to consolidate, track and effectively utilize this resource.

Programs

Prior to the pandemic, the Coastal Interpretive Center offered five youth education programs, one youth education field trip and one adult education program.

Youth Education Programs

included four formal educational programs and one informal program together with a new education program that was under development. As of the Fall of 2021



a new, reorganized Education Committee will be working on how to move the program forward over the next year.

Formal Programs

1. ***Coastal Forest*** – 2 classrooms, 60 participants in 2019
2. ***Fresh Water Ecology*** – Program not offered in 2019
3. ***Rocky Intertidal*** – 2 classrooms, 60 participants in 2019
4. ***Salmon and Steelhead*** – 2 classrooms, 60 participants in 2018
5. ***Plant Biology*** – currently under development with program partner, *Garden by the Sea*.

All of the listed programs use a similar format. The first element is an in-classroom PowerPoint presentation by CIC staff. This is then followed by a CIC staff guided field trip element scheduled for a later date.

Program Staffing

There is an extremely small cadre of trained staff to deliver CIC programs and field trips. This is a significant factor limiting CIC's program delivery capacity. The ideal staff to student ratio for CIC field trip programs is 1 staff member to 8 students, minimum should be 1 to 12. Allowing zero time for scheduling, preparation, transportation, properly cleaning and stowing program related materials and allocating one staff member only, programs #1, #2 and #3 require a minimum of four hours of staff time



each. Actual time required is likely 6 hours plus two staff at 4 hours (6+8 =) 14 staff hours for each program.

Program #4 requires a minimum of 11.5 hours of staff time for each program which would increase to 20 hours if all staff time was included.

Supporting Materials

CIC has developed A Student Guide to Freshwater Ecology to support the ***Fresh Water Ecology*** program.

For the **Salmon and Steelhead**, **Coastal Forest** and **Rocky Intertidal** programs CIC prints copies of the PowerPoint program for each student (estimated cost is \$25 per class). There is also a printed test for the **Salmon and Steelhead** program.

There are currently no program overview materials linking grade specific state standards to any CIC programs or specific program elements. There is a document showing how the salmon/steelhead module relates explicitly to the Next Gen life sciences standards but this has not yet been aligned with grade specific standards.



Informal Program

Junior Naturalist is a self-directed program that provides participating youth a workbook that refers participants to exhibit content within the Center and habitats within Ocean Shores to answer questions in the workbook. There were no participants in this program in 2019.

Educational Field Trips

This is a stand-alone field trip version of the Rocky Intertidal Program and a tour of the Interpretive Center. This program requires 3+ hours of staff time with no allowance for preparation or cleanup.

Rocky Intertidal Field Trip - 12 field trips, 552* participants in 2019 No Fees*

* 50 additional youth were part of a City program for which CIC did receive funding.

Field Trip Supporting Materials



Prior to **Rocky Intertidal Field Trips**, CIC does send the Rocky Intertidal PowerPoint presentation. There are no other pre-visit or post-visit activities or materials. There are no evaluation materials for any of the CIC Youth Programs or field trips.

Summer Camps, Overnight Programs and Family Programs

There are currently no summer camps, overnight programs or family programs offered.

Adult Education Programs

The only adult program offering is the ***Glimpses lecture series*** which takes place on the first Thursday of each month, October through March.

Fall through Spring 2018/2019 saw 240+ participants. Fee: \$10 per person

During the pandemic the ***Glimpses lecture series*** has moved to ZOOM and has been offered for FREE.

Program Marketing

In the spring of 2019 a flyer about the Rocky Intertidal Field Trips was mailed out to 59 schools. Other than that one flyer, there are currently no marketing materials for any of the youth programs.

There are no “Education Programs” or “Educator Resources” pages or links on the CIC website or social media pages.

Booking Process

Once an educator decides to investigate the possibility of visiting the Center or perhaps participating in some kind of education program, there is currently an overly complex, multi-step process to confirm and make a reservation. Making this process more user-friendly is a priority in the 2020 work plan.

Facilities

The Coastal Interpretive Center leases the current CIC building, a 3,642 square foot building located on a 0.67 acre from the City of Ocean Shores for \$1 per year.



The building has been remodeled multiple times since its initial construction in 1962 when it was the sales office for the Ocean Shores Land Development Company. In addition to exhibit spaces, the building includes three separate office spaces, a small meeting space, Damon's Outpost (gift shop), and oddly located storage spaces. With the closure due to the pandemic in March 2020, the CIC used grants and donations to do an extensive remodel of the interior and exhibits. Renovations included opening up the dark, narrow hallways; installing new flooring, a new HVAC system, and museum quality lighting; restroom upgrades, and fresh paint throughout. Existing exhibits were renewed and updated. Several new ones were created. The CIC collection includes both interior and exterior exhibits.



In the aerial photo below the City owned property is outlined in yellow. The adjacent corner lot, lower right, is 0.2+/- acres and is owned by a private party. The two lots above that corner lot are owned by the CIC and are 0.4+/- acres combined.



Trails

The Coastal Interpretive Center is currently the steward for two City owned nature trails. The **Mathew McGee Nature Trail** on the Center property, and the **Weatherwax Trail** which is located on Duck Lake. Unfortunately, the ice storm in February 2021 resulted in severe damage to the McGee Trail. Until some repairs can be made, it is temporarily closed to the public.

CIC has agreed to work with the City to provide interpretive planning assistance for the proposed **High Dune Trail** project.

The Washington State Department of Natural Resources has just received funding to proceed with Phase 2 of the **Damon Point Trail** project, which is very close to the CIC property, and a popular location for CIC's intertidal field trips and tours.

Weatherwax Trail and Stewardship – The Weatherwax property is 121.86 acres on Duck Lake that includes 6,910 feet (1.3 miles) of trails. This City owned property is a Wetlands Mitigation Land Bank. Activities on this property are controlled by the Mitigation Banking Instrument (MBI) between the City, US ACE and WA DOE. In 2016 CIC entered into an agreement with the City to maintain the trail system and to develop and install signage. Under a contract with the City CIC provides the following services at the Weatherwax property.

- Regularly check on the trail system and new plantings at least once every two weeks.
- Close unauthorized trails, check trail cameras and report any vandalism.
- Pick up and dispose of any trash.



Under the contract CIC may also, with the City's advance approval, use the Weatherwax property as part of its educational programs including guided tours and installing interpretive signage.

Mathew McGee Nature Trail – Located in a small patch of coastal forest including a



wetland area behind the CIC building, this semi-circular trail is less than 1,000 feet in length. The trail was officially dedicated in April 2009. This outdoor learning environment is named for the original settler of the property where the Center is now located.

The trail is currently closed due to fallen trees and debris from storm damage.

Collections and Exhibits

CIC does not have a formal Scope of Collections document. It does have accessioning and deaccessioning policies as well as policies related to the design and construction of new exhibits.

At least one new exhibit is currently in the planning phase.

At this time there are 1003 items listed in the CIC collections database. Of these, 463 are described as cultural history items, 355 natural history items and 185 posters and/or photos. There are also file cabinets with additional archival materials.

Prior to recent upgrades SWOT feedback regarding exhibits was overall positive for subject, but negative for presentation. Since the recent updates, comments from the public and museum professionals have been positive.



Working with the American Alliance of Museums to participate in their Museum Assessment

Program (MAP) is included in the CIC's 2022 – 2026 Strategic Plan.



Client Base Programs

Youth programs are primarily school groups participating in an outreach program where



CIC staff go into a school to present a program, an off-site field trip led by CIC staff, or a tour of the Center. The City of Ocean Shores program “Summer Fun” has also included a CIC program component.

Youth programs are only offered April through June, with the exception of CIC’s participation in the City’ Summer Fun program.

Adult programing is very limited and is focused primarily on locals. The ***Glimpses lecture series*** takes place on Thursday evenings during the “off-season” so it is unlikely to attract clients from outside the area. Running the program through the summer would increase the potential to increase out of the area awareness and participation.

Center visitors

The Center’s current client base is a mix of locals and visitors from outside the area. Most Center visitors are from outside Ocean Shores with the I-5 corridor Olympia to Everett being the largest percentage (37% in 2019). This demographic has disposable income and is typically visiting Ocean Shores for recreational reasons. The best opportunities to engage this demographic is during the May – September tourist season, during razor clam openings, or at off-season major events that pull visitors from outside the area. Other than visiting the Center and bookstore, CIC currently offers little to this demographic. This demographic can be reached through social media, e-mails and through relationships with lodging providers or destination facilities like Seabrook and Oyhut Bay.

Membership: There is tremendous potential to expand this client base

COMPETITIVE LANDSCAPE

The CIC is a unique organization at a unique point in time. Maintaining focus and moving strategically the organization has an opportunity to capture and develop a market niche that will be able to support sustainable growth well into the future.

The CIC is the only interpretive organization on Washington's Pacific Coast with a natural history collection and natural history programs. CIC has demonstrated that it has the ability to successfully deliver off-site "field trip" style programs. These "educational engagement" opportunities offer value to participants as well as to potential partners and could help build CIC's base of support. There is currently a need for quality, hands-on, natural history focused education programs on the Washington Coast. CIC is in an excellent position to capitalize on this opportunity. If it moves strategically and decisively, it could well capture the bulk of this emerging market.

The Client Base for this market includes:

- K-12 education - Public and private schools, homeschools
- Youth serving organizations - Boy and Girl Scouts, YMCA/YWCA, 4-H
- Program providers - Parks Departments, Roads Scholars, Senior Centers
- Families – Family programs, youth programs and camps
- Adult education – Adult and citizen scientist programs, "Community schools", G.H. College, Teacher or other CIC mission related workshops, (Giutaku) etc.

Partners and potential funders to engage this market include:

- City of Ocean Shores
- Seabrook, Oyhut Bay, Kalaloch, Iron Springs, etc.
- OCNMS/NOAA, State and Federal Parks, agencies and hatcheries

With increasing awareness and concern regarding climate change and ocean acidification, CIC is in a prime physical location. It has a background in natural science education and it has developed quality core modules for relevant programming. Taking these programs to the next level and expanding program staff to deliver these programs to a broader audience will significantly increase CIC's revenues, broaden its base of support and expand its capacity for sustained expansion into the future.

APPENDIX C. ADDENDUM 1



2022 – 2026 Strategic Plan

ADDENDUM to update SWOT FEEDBACK from October 31, 2019 to September 2021

Background: In early January 2020 the Coastal Interpretive Center Board of Directors adopted a five-year Strategic Plan, much of which was based on Consolidated SWOT Feedback, Appendix C. Less than a month later, Covid-19 and related regulatory restrictions forced the closure of museums, schools and non-essential businesses, radically changing the conditions on which the Strategic Plan was based.

These changes forced the CIC Board to abandon its 2020 Operating Plan and reevaluate options for continuing to move the organization forward. The Board reexamined the Strategic Plan to determine what was possible. The result was the successful completion of a major renovation of the CIC facility and exhibits three years earlier than was planned. These major shifts in the Strategic Plan required a full update and revision of the Plan to reflect these new developments.

Addendum to Appendix C provides an update to the Strengths, Weaknesses, Opportunities and Threats identified in 2019 and changed by CIC's actions, and by external conditions between October 2019 and September 2021.

STRENGTHS: In addition to the Strengths listed in **Appendix C** the CIC has strengthened its position in the following areas.

Facilities: The major renovation of the CIC Building Spaces was much needed and resolved many of the major issues listed under Weaknesses in Appendix C. The new layout, interior finishes, lighting, restrooms and exhibit spaces directly address most of the issues identified. These upgrades do not however address limited collections storage space or a much needed meeting/gathering space. These remain weaknesses that will be addressed in phase II of their “Growing Coastal” facilities development plan.

Exhibits: As part of the renovation CIC opened up exhibit spaces and upgraded exhibits, exhibit cases and lighting, resulting in much more professional presentations.

People: Since 2019 the CIC has hired a new Director and Assistant who are bringing much needed skill sets and energy to the organization. The Board has been selectively recruiting since 2019 to broaden the skill sets and networks that will oversee and support the organization as it continues to grow.

Communications: This is another area where the CIC has made great strides. Though there is still work to be done, the basic structures and platforms are in place and working well. There is still work to be done on targeted messaging.

Partnerships: During its renovation, the CIC reached out to numerous partners to help them develop and tell stories of importance. Two notable exhibit partners were the Olympic Coast National Marine Sanctuary and Rayonier Timber Company.

Public perception: In 2019 public perception was listed as a weakness due in large part to volunteer dissatisfaction with changes that were being made to their beloved Center. These changes were painful for some, but the results have been overwhelmingly well received and public support for the CIC and its work continues to improve.

WEAKNESSES

Facilities: Although the recent renovation addressed many of the weaknesses noted in 2019, the CIC still does not have a suitable space for public meetings or welcoming a busload of school children. Appropriate collections storage also remains a challenge. These two issues will be addressed as Phase II of the CIC “Growing Coastal” plan.

Revenues / Sustainable Funding: The CIC Board has taken this issue seriously and has shifted from “open by donation” to an admission fee model. They are working closely with the City of Ocean Shores to ensure ongoing operational funding. Additionally, the Board has committed to transitioning to a “fee for services” model for field trips and public programs as schools come back after the pandemic.

OPPORTUNITIES In addition to the Opportunities listed in **Appendix C** the CIC has identified two new opportunities that it will be looking into.

Maritime Washington National Heritage Area (MWA NHA): MWA NHA was designated by congress in 2019 and includes all of the Washington Coast down to Pacific County. The Master Plan for the MWA NHA is currently being developed and CIC representatives have been involved in that process. This will be an excellent partnership opportunity for both the CIC and for the MWA NHA.

America 250: Much like the Bicentennial in 1976, America 250 will be looking for opportunities in every state to commemorate the founding of the United States of America. CIC is well positioned to tell the story of what was happening on the Northwest Coast in 1776. A rich native culture and early Spanish explorers and traders.

Museum of the North Beach: The CIC considers the Museum of the North Beach as our ongoing “partner on the beach” for education about our amazing coastal history, both natural and cultural. We will be working even more closely with them as we move into planning for America 250.

Tsunami Evacuation Structure Recommendations: A report released by the State of Washington in August of 2021 identified the CIC property as a prime location for a tsunami evacuation structure. CIC now has an opportunity to work with the City to design and develop a Tsunami Evacuation Shelter that could serve as a much larger, multi-story CIC building that could house expanded collections and exhibits. In the event of a Tsunami or other major disaster the new CIC facility could serve as an immediate refuge and a short to mid-term shelter for survivors from the many towers planned for the south peninsula.

THREATS

Public Perception: As mentioned above under Strengths, this was an issue identified in 2019, but does not appear to be an issue or threat to the organization in 2021.