



# STRATEGIC PLAN 2022

**March 2022**

## **MISSION**

*Connecting People, Communities and the Natural World.*

## **VISION**

***WRI believes the greatest hope for the future is putting people in touch with the natural world. To that end, we engage people of all ages in environmental education grounded in the highest quality staff, programs and facilities. We aim for participants to apply knowledge and inspiration from their WRI experience to their own lives to create economic, environmental and human sustainability, engaged communities and a healthy planet.***

## **POSITION**

*We see the Wenatchee River Institute as North Central Washington's leader in hands-on environmental education.*

## **PHILOSOPHIES & VALUES**

*The board and staff will strive to follow these philosophies and values in their decisions and actions as they work towards fulfilling the mission of Wenatchee River Institute.*

### **Sustainability**

*We believe in always working towards meeting the needs of the present without compromising needs of future generations.*

### **Lifelong Learning**

*We believe that learning should be inspirational, invite curiosity, promote creative thinking, and continue throughout our lives.*

### **Being Exceptional**

*We are driven to push our limits, to be incomparable and unique.*

### **Community**

*We see ourselves as part of a relationship web in everything we do as our work depends on these connections.*

### **Inclusivity**

*We seek to have an open, welcoming and respectful atmosphere in all aspects of our operations. We design our programs to serve the full demographic of our North Central Washington geographic area, including low-income households and minority populations.*

### **Stewardship**

*We are focused on being an example of good stewardship in how we maintain and run our organization, our facility, and the natural landscape surrounding us.*

### **Thoughtful Action**

*We value progress, and work to educate and inspire others to take thoughtful action, to move us closer to our vision of a sustainable future and a healthy planet for generations to come.*

### **Professionalism**

*We seek to be professional in all our dealings and interactions, within the organization and with others. We treat each other with respect, act in the best interest of the organization, demonstrate integrity, take personal responsibility, and completely fulfill all responsibilities.*

## **UNIQUE ORGANIZATIONAL STRENGTHS**

The Wenatchee River Institute believes it holds unique tools to achieve its mission success. We value each of these highly and place priority on maintaining and building upon them.

### **PEOPLE**

We employ a team of committed, competent, and passionate professionals with extensive experience in outdoor education, environmental science, and organizational leadership.

### **PLACE**

Our outdoor learning center encompasses nine acres of forest and meadow along the Wenatchee River, surrounded by unparalleled beauty and natural resources.

Our location within the thriving town of Leavenworth and our gathering spaces (three buildings) offer great appeal and countless opportunities for residents and the millions of visitors to our town.

### **PROGRAMS**

Our programs are thoughtfully conceived, well implemented, creative, effective, and well received. They have a wide potential audience, and are expandable and scalable.

### **PARTNERSHIPS**

Our partnerships are vital to our success and are a strong asset. Schools, teachers, volunteers, and donors are but a few of the partnerships that we cherish, nurture, and leverage to achieve our mission.

# Wenatchee River Institute

Mission Delivery	
<b>Youth Education</b>  Field Days Traveling Naturalist Planetarium Camps	<b>Community Education</b>  Workshops & Classes Field Courses Bird Fest Red Barn Other Special Events



Organizational Capacity			
Finances	Community Relationships	Staff Board Volunteers	Facilities

## 2022 STRATEGIC PRIORITIES

### I. PROGRAMS – MISSION DELIVERY

**Priority Goal:** Building upon our existing curriculum, strong staff and incredible grounds, employ a strategy of nimbleness, adapting to present and emerging needs, while upholding the quality of our programs

#### Strategic Objectives to Meet Programs – Mission Delivery Goal

Prioritization	Program Strategic Objectives	Who
1	Optimize staffing, program offerings, and participation in programs, including virtual, off-site, and self-directed where advantageous, with both immediate and long-range outlook.	ED Education Director Staff
1	Ensure our youth and adult programs reflect the diversity of our community, honors the original stewards of this land, and creates a more inclusive space.	ED Staff Program Committee EID Committee

## II. COMMUNITY RELATIONSHIPS

**Priority Goal:** Develop and nurture strong positive relationships with our constituents, including our community at large, as the foundation for successful mission delivery.

### Strategic Objectives to Meet Community Relationships Goals

Prioritization	Community Relationships Strategic Objectives	Who
1	Optimize communications to consistently engage our diverse community using a wide variety of communication tools that maximizes awareness. Develop an annual communications plan by April 2022.	ED Outreach Staff EID Committee
1	Maintain strong partnerships with regional school districts.	ED Education Director Youth Education Coordinator
1	Continue to develop new partnerships at the local, regional and state level to enhance program delivery. Increase partnerships with BIPOC. Increase partnerships with BIPOC community.	ED Community Education Manager EID Committee

### III. FINANCIAL SUSTAINABILITY

**Priority Goal:** Manage finances at Wenatchee River Institute to provide for the ongoing viability of the organization.

#### Strategic Objectives to Meet Financial Sustainability Goal

<b>Prioritization</b>	<b>Financial Sustainability Strategic Objectives</b>	<b>Who</b>
1	Develop and implement a strong annual financial plan that allows for sustainable growth.	Finance Committee
1	Increase most logical income streams including number of revenue sources and types of revenue sources, resulting in a reliable, diversified revenue stream.	Finance Committee
1	Ensure programs are financially accessible to a range of family incomes and schools.	ED EID Committee
2	Complete endowment campaign with donor recognition. Expand endowment donations with donor cultivation, planned giving opportunities, wills, trusts, and other giving mechanisms.	ED Endowment Team Board
2	Maintain financial reserve of at least 20% of budgeted expenses. Develop strategy to achieve goal of full year operating costs in reserve.	Finance Committee with Board oversight

#### IV. INFRASTRUCTURE

##### Priority Goals:

1. Address safety and liability concerns
2. Maintain our buildings and grounds in a manner that is safe, well-utilized, well-maintained, flexible, visible, cohesive, sustainable, and energy efficient

##### Strategic Objectives to Meet Infrastructure Goals

Prioritization	Infrastructure Strategic Objectives	Who
1	Continue to address safety and liability concerns. Prioritize based on WRI Grounds & Facilities Master list, including ADA compliance.	ED Facilities Committee
1	Develop risk management strategy and plans to address identified risk areas.	ED Education Director
1	Finalize a long-range grounds and facilities plan that considers current and future use of property, positions WRI for increased income opportunities streams, and includes capital improvement and replacement needs.	ED Facilities Committee
1	Determine position on WRI ownership of E. Lorene Young house by June of 2022.	ED Facilities Committee Finance Committee Board of Directors
2	Begin to develop a sustainability strategy with the goal of a net zero energy consumption.	ED Facilities Committee

## V. STAFF / ORGANIZATIONAL DEVELOPMENT

### Priority Goals:

1. Increase professionalism, efficiency, skill and satisfaction of WRI board, staff and volunteers.
2. Establish staff and board development to ensure WRI moves forward with equity, inclusion and diversity.

### Strategic Objectives to Meet Staff / Organizational Development Goals

Prioritization	Staff / Organizational Development Strategic Objectives	Who
1	Complete succession plan for ED position.	Executive Committee Governance Committee
1	Continue board development activities to foster cohesion, support a culture of respect and inclusiveness, and promote a common understanding of our mission, vision, values, and programs. Develop and implement board common commitments.	Board Members Executive Committee Governance Committee EID Committee
1	Develop and implement new board member and staff recruitment and on-boarding process in alignment with DEI principles and with consideration of specific needs in Strategic Plan	ED Board Governance Committee EID Committee
1	Review and revise compensation policy considering a “living wage” approach.	Governance Committee Finance Committee
2	Ensure adequate professional development opportunities, encouraging training in inclusivity, diversity, and equity.	ED Executive Committee EID Committee