



# Camp SEA Lab

Strategic Plan  
July 2013 - June 2018

Adopted 7/17/2013  
by the Friends of Camp SEA Lab Board of Directors



## Camp SEA Lab

Science, Education & Adventure

CSU Monterey Bay  
100 Campus Center  
Building 42  
Seaside, CA 93955  
(831) 582-3681 phone

For information about Camp SEA Lab and its programs, visit [campsealab.org](http://campsealab.org)

All photos used by permission

# Table of Contents

Executive Summary .....	page 1
Organizational History .....	page 2
Mission & Vision .....	page 2
Goals Overview .....	page 3
Expected Outcomes .....	page 4
Planning Process .....	page 4
GOAL ONE: Permanent Program Site .....	page 5
GOAL TWO: Program Excellence .....	page 7
GOAL THREE: Strategic Partnerships .....	page 9
GOAL FOUR: Branding & Marketing .....	page 11
GOAL FIVE: Organizational Capacity .....	page 13
GOAL SIX: Financial Stability .....	page 15

# Executive Summary

To help chart the course towards our Vision, this five year strategic plan has been developed after extensive input from Camp SEA Lab staff, Friends of Camp SEA Lab Board of Directors, and key community stakeholders over the past year. The plan has been created in an effort to serve our community while balancing environmental, human, and financial realities of the present. Identified within this plan are steps needed to support Camp SEA Lab's over arching program goals:

- Develop and implement a fun, safe, and education-packed residential marine science program for the community that results in increased science literacy and environmental stewardship;
- Offer high quality interdisciplinary science curriculum in an ideal coastal setting for youth, teachers, and families;
- Build a scholarship program to support the needs of underserved youth;
- Compliment and enhance science education opportunities in the region;
- Establish and maintain an effective organization that allows for the greatest amount of flexibility and potential to grow; and
- Position Camp SEA Lab as a national model for one of the best marine science residential programs in the country.

As we look towards the future to build upon the success of our 15-year history, we hold high optimism and honor in creating the next generation of ocean stewards. This strategic plan will form the foundation of our work for the next five years, with purposefully executed actions that will produce meaningful results and expected outcomes. Through this work and in building new community partnerships, we renew our mission in fostering lifelong excitement, scientific understanding, and stewardship of our coasts and ocean.



# Organizational History

In 1997, a group of local teachers, scientists, natural resource managers, and community members came together and expressed their concern over the lack of ocean science education in our schools. They then began to develop a plan to create a youth residential marine science program that would address this need and capitalize on the extraordinary natural and institutional resources of the Monterey Bay area.

This plan was strengthened from the start by broad-based local input and seed funding from the Packard Foundation, California Sea Grant and the California Coastal Commission. With this community driven vision, dedicated partnerships and unique opportunities, Camp SEA Lab was created and offered its first programs in the summer of 2000.

Since then, Camp SEA Lab has been supported and advised by Friends of Camp SEA Lab, a 501(c)3 non-profit organization comprised of a Board of Directors from the local community and collaborating institutions. Today, Camp SEA Lab is additionally affiliated with California State University Monterey Bay (CSUMB) and has close partnerships to several Monterey Bay area science institutions.

Year round, Camp SEA Lab coordinates a variety of ocean science education programs, from summer camps to family programs, to a school-year residential Outdoor School that have served over 10,000 youth, teachers and families from the Monterey Bay area and beyond.

## Mission and Vision

### MISSION

Camp SEA Lab fosters lifelong excitement, scientific understanding, and stewardship of our coasts and ocean.

### VISION

We envision a Camp SEA Lab residential program site in the Monterey Bay area as an inspiring place where students of all ages will experience, discover and learn about the ocean. This dynamic “blue and green” campus will engage youth, families, schools, alumni and marine science leaders in a multi-generational community focused on caring for our ocean through fun learning experiences, real world problem solving, and mentoring.

# Goals Overview

The strategic plan's six major goals establish our focus for the next five years:

## 1: PERMANENT PROGRAM SITE

Establish a dynamic Camp SEA Lab residential program site in the Monterey Bay area.

## 2: PROGRAM EXCELLENCE

Strengthen and expand Camp SEA Lab's life changing experiences, especially within the underserved community.

## 3: STRATEGIC PARTNERSHIPS

Develop and build effective key relationships.

## 4: BRANDING & MARKETING

Create a unique identity and presence.

## 5: ORGANIZATIONAL CAPACITY

Grow a robust and diversified organization to maximize opportunities.

## 6: FINANCIAL STABILITY

Develop a strong self-sustaining financial base.



# Expected Outcomes

Much of the work of Camp SEA Lab is to move us closer to our Vision of creating a permanent residential program site in the Monterey Bay area, an inspiring place where students of all ages will experience, discover and learn about the ocean. This dynamic “blue and green” campus will engage youth, families, schools, alumni and marine science leaders in a multi-generational community focused on caring for our ocean through fun learning experiences, real world problem solving, and mentoring. Each year we anticipate making progress to move us towards our Vision.

Specifically in the next five years we anticipate that we will:

- Create new community partnerships that share our Vision;
- Select a permanent program site location in the Monterey Bay area with strategic partners;
- Expand programs to serve an additional 5,000 participants, reaching a total of 15,000 participants since 2000;
- Support at least 25% of participants, from underserved communities, with financial assistance;
- Strengthen our relationship with CSU Monterey Bay and other major collaborators;
- Increase public awareness of the Camp SEA Lab brand and services;
- Grow and diversify our Board by at least 3 new members per year until we reach 15 members;
- Grow in staff capacity with an Executive Director and a Development Director; and
- Improve financial governance and build diverse funding sources for a strong financial base.

# Planning Process

We will use this over arching plan in our annual planning and budgeting process. Annual plans will focus on the vital few objectives critical to moving the organization toward the long-range objectives shown in the strategic plan. The Board and staff will review the organization’s progress quarterly and make adjustments as appropriate. The highest priorities will be tracked and progress will be reported to the Board at least every six months. In recognition of the need for flexibility and responding to changing conditions, the five year plan will be reviewed annually and, if necessary, updated by the Board and staff.

For consistency, the terms used in the strategic plan are explained below and will be used in the annual plans:

**GOAL:** An outcome statement that guides a program or a Board and/or staff function.

**STRATEGY:** A coordinated, broad approach or direction adopted by an organization in response to the environment so that the organization can achieve its purpose.

**OBJECTIVE:** A measurable, time-phased result that supports the achievement of a goal. Objectives in this plan are to be SMART – *S = Stretch, M = Measurable, A = Attainable, R = Realistic, and T = Time Constrained*

**FISCAL YEAR:** The time period beginning July 1 and ending June 30 of each year.

**QUARTER:** A 3 month time increment during each fiscal year – *Q1 = July-Sept, Q2 = Oct-Dec, Q3 = Jan-Mar, Q4 = Apr-Jun*

# GOAL ONE: Permanent Program Site

*Establish a dynamic Camp SEA Lab residential program site in the Monterey Bay area.*

## STRATEGY 1: Identify local partners who share our Vision and geographic location.

*Timeline:*

Objective 1.1: Review current Camp SEA Lab partnerships to determine partner gaps

*Q2-3, FY13-14*

Objective 1.2: Research key contacts within identified partners

*Q1, FY14-15*

Objective 1.3: Seek out at least 2 new significant community partners that could contribute to the Vision

*Q2, FY14-15*

## STRATEGY 2: Evaluate strengths and opportunities for permanent program site location.

*Timeline:*

Objective 2.1: Revisit possible sites from prior analysis (2000) to evaluate best fit for new Vision

*Q3-4, FY13-14*

Objective 2.2: Prioritize site options based on desired criteria (access to all, environmental experience, program capacity, "blue and green" potential)

*Q3-4, FY14-15*

Objective 2.3: Conduct feasibility study for possible sites

*Q3-4, FY14-15*





**STRATEGY 3: Compile requirements and specifications related to permanent program site.**

*Timeline:*

Objective 3.1: Identify well-established residential marine science models and conduct at least 3 on-site visits

*Q2-4, FY14-15*

Objective 3.2: Ensure requirements are in line with industry standards using cost/benefit analyses

*Q2, FY14-15*

Objective 3.3: Assess sustainability of home sites (long term lease, potential partnerships)

*Q2, FY14-15*

Objective 3.4: Identify building specifications, design and permit requirements, and operational costs

*Q3-4, FY14-15*

Objective 3.5: Ensure home site location aligns with Camp SEA Lab mission and Vision

*Q4, FY14-15*

**STRATEGY 4: Create a site development plan once program site location is selected.**

*Timeline:*

Objective 4.1: Develop site specific designs, cost estimates, and timeline for development

*Q1-2, FY15-16*

Objective 4.2: Engage professional designers to take concept requirements to visual stages

*Q3-4, FY15-16*

Objective 4.3: Identify a realistic planning, permitting and construction timeline

*Q1-2, FY16-17*

Objective 4.4: Ensure adequate staffing to facilitate project from funding through construction

*Q1-4, FY16-18*

Objective 4.5: Establish sufficient funds for project completion

*Q1-4, FY16-18*

# GOAL TWO: Program Excellence

*Strengthen and expand Camp SEA Lab's life changing experiences, especially within the underserved community.*



## STRATEGY 1: Strengthen current programming consistent with core mission.

*Timeline:*

Objective 1.1: Identify core values of mission, including reaching at least 25% underserved students

*Q1-2, FY13-14*

Objective 1.2: Identify at least 5 benchmarks needed to assess program effectiveness

*Q3-4, FY13-14*

Objective 1.3: Conduct 2 annual evaluations of program content and curriculum for continuous improvement

*Q1&3, FY13-18*

Objective 1.4: Conduct annual staff performance evaluations for continuous improvement

*Q3, FY13-18*

Objective 1.5: Align programming with the National Next Generation Science Standards and the California Environmental Education Initiative for best practices in environmental literacy

*Q2-4, FY14-15*

## STRATEGY 2: Evaluate expansion of current programming (type of programs offered).

*Timeline:*

Objective 2.1: Review current programming to determine possible areas of growth

*Q2, FY14-15*

Objective 2.2: Assess community interest and need for diverse programs via annual participant surveys

*Q1, FY14-18*

Objective 2.3: Review program offerings by at least 5 regional institutions to identify program and curriculum gaps

*Q2-3, FY14-15*

Objective 2.4: Review at least 3 programs nationwide to look for models of additional programming

*Q1-2, FY15-16*

Objective 2.5: Identify at least 3 current marine science topics to incorporate into programming

*Q3-4, FY15-16*

**STRATEGY 3: Evaluate expansion of program capacity (numbers served).**

*Timeline:*

Objective 3.1: Review current program capacity to determine possible areas of growth

*Q1, FY14-15*

Objective 3.2: Assess feasibility of conducting concurrent programs at multiple sites

*Q2, FY14-15*

Objective 3.3: Conduct annual recruitment presentations to at least 2 school districts or County Offices of Education as a means of increasing number of students served by at least 10% per year

*Q2-3, FY14-18*

**STRATEGY 4: Diversify program demographics.**

*Timeline:*

Objective 4.1: Review current program demographics to determine the types of programs that would serve the needs of various age groups and an ethnically diverse community

*Q2-3, FY15-16*

Objective 4.2: Review current program demographics to determine geographic areas currently served and identify two new markets

*Q2-3, FY15-16*

Objective 4.3: Determine diversity benchmarks for each program (summer camps vs. outdoor school)

*Q4, FY15-16*

Objective 4.4: Hire bilingual staff to meet the needs of ethnically diverse students

*Q4, FY15-16*



# GOAL THREE: Strategic Partnerships

*Develop and build effective key relationships.*

## STRATEGY 1: Identify collaborators essential to establishing a permanent program site.

*Timeline:*

Objective 1.1: Establish a Board sub-committee for strategic collaboration

*Q1, FY14-15*

Objective 1.2: Identify at least 10 essential partnership requirements needed to achieve Vision

*Q2, FY14-15*

Objective 1.3: Build a robust list/matrix of current and future collaborators able to meet essential partnership requirements

*Q2, FY14-15*

Objective 1.4: Meet with key partner organizations to cultivate and solidify partnership opportunities on a regular basis

*Q1-4, FY14-18*

Objective 1.5: Meet with people who have key relationships with potential collaborators to leverage that relationship with Board development needs on a regular basis

*Q1-4, FY14-18*



## STRATEGY 2: Evaluate opportunities for program expansion with current and future partners.

*Timeline:*

Objective 2.1: Identify at least 5 essential requirements needed for program expansion

*Q1, FY15-16*

Objective 2.2: Build a robust list/matrix of current and future partners able to meet essential program expansion requirements

*Q1, FY15-16*

Objective 2.3: Meet with key partner organizations to cultivate and solidify program expansion opportunities on a quarterly basis

*Q1-4, FY15-18*

Objective 2.4: Seek joint program partnerships to increase funding opportunities

*Q1-4, FY15-18*



**STRATEGY 3: Enhance the relationship between CSU Monterey Bay and Camp SEA Lab.**

*Timeline:*

**Objective 3.1: Meet with CSUMB senior leadership at least annually to strengthen partnership**

**Q4, FY13-18**

**Objective 3.2: Evaluate expanded partnership opportunities at CSUMB through the Science Department, Service Learning Institute and the new Marine Science Center**

**Q2, FY14-15**

**Objective 3.3: Evaluate CSUMB's financial contribution to organizational operations, including infrastructure, insurance, human resources, programmatic opportunities and affiliation recognition**

**Q3-4, FY14-15**

**Objective 3.4: Assess other fiduciary partnership opportunities that could provide operational needs currently provided by CSUMB**

**Q1-2, FY15-16**

**Objective 3.5: Develop memorandum of understanding with CSUMB senior leadership to solidify relationship and review annually**

**Q3-4, FY15-16**

# GOAL FOUR: Branding & Marketing

*Create a unique identity and presence.*



## STRATEGY 1: Establish a 3 year marketing strategy plan.

*Timeline:*

Objective 1.1: Define Camp SEA Lab's unique services and target market

*Q1, FY14-15*

Objective 1.2: Assess the effectiveness of Camp SEA Lab's current marketing methods

*Q2, FY14-15*

Objective 1.3: Develop a 3 year marketing plan to promote expanded programming

*Q1, FY15-16*

## STRATEGY 2: Establish a brand promise.

*Timeline:*

Objective 2.1: Determine audience and objectives our brand needs to achieve

*Q1, FY15-16*

Objective 2.2: Define brand strategy and incorporate into marketing plan

*Q1, FY15-16*

**STRATEGY 3: Increase public awareness of brand and services.**

*Timeline:*

Objective 3.1: Attend at least 5 community outreach events per year

*Q1-4, FY13-18*

Objective 3.2: Deliver at least 5 presentations to community groups per year

*Q1-4, FY14-18*

Objective 3.3: Solicit quarterly press coverage for camps and events

*Q1-4, FY14-18*

Objective 3.4: Develop social media outlets for students & alumni

*Q1-2, FY15-16*



# GOAL FIVE: Organizational Capacity

*Grow a robust and diversified organization to maximize opportunities.*



## STRATEGY 1: Expand and diversify the Friends of Camp SEA Lab Board of Directors.

*Timeline:*

Objective 1.1: Develop new Board member orientation packet

*Q1, FY13-14*

Objective 1.2: Recruit at least 3 new Board members per year until we reach 15 people who:

- 1) have a passion for Camp SEA Lab mission and Vision;
- 2) possess skill sets and expertise that would be advantageous for our mission and Vision; and
- 3) meet diversity needs (ethnic, cultural, business, age, economic status, geographic)

*Q1, FY13-18*

Objective 1.3: Review and modify by-laws as needed

*Q4, FY13-14*

## STRATEGY 2: Expand staff capacity.

*Timeline:*

Objective 2.1: Hire Executive Director

*Q1, FY14-15*

Objective 2.2: Assess existing organizational chart, analyze staff responsibilities, and determine future needs by month and year

*Q2, FY14-15*

Objective 2.3: Ensure staff diversity meets the bicultural/bilingual needs of programs

*Q1, FY15-16*

Objective 2.4: Hire Development Director

*Q1, FY16-17*

**STRATEGY 3: Create permanent program site advisory group (ad hoc).**

*Timeline:*

Objective 3.1: Recruit members with affiliations to coastal land opportunities

*Q1, FY14-18*

Objective 3.2: Hold advisory group meetings on a regular basis to review progress and new developments

*Q1-4, FY14-18*

**STRATEGY 4: Ensure implementation of strategic plan.**

*Timeline:*

Objective 4.1: Create annual plan for each fiscal year and develop Board sub-committees as needed

*Q1, FY13-18*

Objective 4.2: Conduct biannual review of strategic plan progress

*Q2&4, FY13-18*

Objective 4.3: Hold annual assessment of Board and staff effectiveness in meeting plan objectives

*Q4, FY13-18*



# GOAL SIX: Financial Stability

*Develop a strong self-sustaining financial base.*

## STRATEGY 1: Improve financial governance.

*Timeline:*

Objective 1.1: Develop a 5 year financial plan to address strategic goals

*Q3-4, FY13-14*

Objective 1.2: Create fiscal policy guidelines

*Q4, FY13-14*

Objective 1.3: Conduct biannual Board and staff review of annual operations budget

*Q2&4, FY13-18*

Objective 1.4: Maintain 6 month's operating expenses in reserve

*Q1, FY15-18*

Objective 1.5: Identify and secure a financial auditor to serve as annual consultant

*Q1, FY15-18*

## STRATEGY 2: Develop a financial plan to secure diverse funding sources.

*Timeline:*

Objective 2.1: Assign annual fundraising tasks to Board and staff

*Q3, FY14-15*

Objective 2.2: Create a fund development plan

*Q3-4, FY14-15*

Objective 2.3: Develop a 5 year financial model to support scholarships

*Q1-2, FY15-16*

Objective 2.4: Conduct biannual Board and staff review of fund development plan

*Q2&4, FY15-18*



**STRATEGY 3: Conduct a formal review of profit & loss.**

*Timeline:*

Objective 3.1: Identify total expenses of current programs

*Q2, FY14-15*

Objective 3.2: Identify new revenue stream opportunities

*Q3, FY14-15*

Objective 3.3: Review program fees and current market analysis

*Q4, FY14-18*

Objective 3.4: Ensure revenue is in line with program goals and financial benchmarks

*Q4, FY14-18*

**STRATEGY 4: Provide for financial support of Vision.**

*Timeline:*

Objective 4.1: Develop Board capacity to manage fundraising efforts to support Vision

*Q1, FY13-18*

Objective 4.2: Identify required funds for each stage of the program site development plan

*Q2-3, FY15-16*





## Camp SEA Lab

Science, Education & Adventure

CSU Monterey Bay  
100 Campus Center  
Building 42  
Seaside, CA 93955  
(831) 582-3681 phone

For information about Camp SEA Lab and its programs, visit [campsealab.org](http://campsealab.org)