



## 2020-2025 Strategic Plan

### Finance

- Grow non-earned income sources by 25% of FY 2019 levels
- Fully fund charter school authorizing fund balance
- Build 2-month operating reserve fund
- Reach 60% occupancy in K-12 programs

### Facilities

- Complete Capital Campaign
  - Add Learning Center Building
  - Add Maintenance Shed
  - Renovate Dining Hall, Crosby Lodge & Staff House
- Add part-time maintenance staff position
- Produce 100% of electricity on-site

### Farm

- Develop comprehensive overview including timeline, staffing, costs, expected production, facilities and infrastructure needed
- Identify and secure funding from multiple sources: naming opportunities for corporate funding, grants, donors, partnerships (colleges, healthcare industry, local schools, restaurants)
- Implement staffing, land use and infrastructure objectives: farm manager and support staff, orchard, pasture, hoop houses, produce, grazing animals, maintenance shed, food processing building, cold storage, certified kitchen, learning space

- Develop and teach farm and agriculture-focused curriculum for K-12 schools, summer camps, public and adult programs

## Programs

- Student-centered/learner focused (K12)
  - Implement BEETLES to the full extent that's realistic for our curricula (K12)
  - Build a course catalog that is cohesive, culturally relevant and forwards our mission
- Grow our partnerships with colleges
  - Student teaching/pre-service training
  - Consulting & research
  - New class offerings
- Develop and implement a cost effective way to bring our mission/programming to neighborhoods and communities that can't travel to the Audubon Center
  - Build partnerships with *schools and* city parks/municipalities to provide programming to neighborhoods
  - Develop a staffing structure that can support this
- Enhance Charter School Authorization
  - Expand Geographic Diversity of Schools
  - ACNW provides environmental education programs to authorized schools
  - Schools strengthen their environmental education programs
  - Increase/improve school academic performance

## Staff Culture

- Improve Organizational Unity
  - Incorporate all staff in onboarding of new education staff
  - Create a stronger link between operations and education staff
  - Improve processes for organizational communications
  - Increase internal awareness and understanding of staff roles
- Staff professional development
  - Ensure all staff experience annual development opportunities
  - Create a strong and all-encompassing onboarding protocol for all incoming fellows
- Create a workplace environment that is culturally inclusive, equity-focused, and attractive to candidates from underrepresented groups
- Improve staff compensation to be similar with comparable organizations
- Ensure staff numbers are appropriate for programs and operations