



# Strategic Plan

## 2019-2021



# The Barn at Spring Brook Farm

The Barn at Spring Brook Farm is in its thirteenth year of operation and continues to provide a unique and important service to the community. We have focused our current strategic plan on strengthening the capacity of the organization to enhance services to children with disabilities and to create a sustainable future for the organization.

## Mission, Vision and Guiding Principles

### **Mission:**

To enrich the lives of children with disabilities through animal-assisted activities.

### **Vision:**

A caring community where children with disabilities and their families thrive.

### **Guiding Principles:**

- *Integrity* – We are honest and ethical in management practices, stewardship of resources and programming for children, families and volunteers.
- *Quality* – We engage in continuous learning about children with disabilities and animal assisted activities; we provide a healthy and safe environment for our children, families, staff, volunteers, and animals.
- *Impact* – We strive to make a measurable difference in our community through our programs and activities.
- *Equity* – We treat all children as individuals with unique qualities and unrealized potential.
- *Respect* – We treat all individuals and animals with compassion and dignity.
- *Confidentiality* – We protect the privacy of our children, families, volunteers and donors.
- *Passion* – We believe deeply in the unique bond between animals and children.



# The Barn at Spring Brook Farm

## Strategic Planning Initiatives 2019-2021

### Goal 1: Develop a sustainable organizational structure.

- Objective 1: Identify the organization's immediate and future administrative, financial and staffing needs.
  - o Determined a Full-Time ED was necessary; recruited and hired FT ED- May 2019
  - o A volunteer Volunteer Coordinator was brought on board to organize systems and evaluate the need for a more permanent person role -February 2019
    - Volunteer Volunteer Coordinator resigned Fall 2019; Program Manager manages individual volunteers; ED & Facilities Manager manages corporate volunteers
  - o An assistant was hired to help with the medical review of camper applications and onboarding all camp counselor interns.
- Objective 2: Implement information technology improvements.
  - o The Technology improvements are well under way. We have purchased walkie talkies, a large motorized screen for the loft, a microphone and speaker, improved wifi to the loft, a printer, laptop and upgrades to Salesforce. June 2019; Remaining funds were used to improve our bookkeeping systems and install animal webcams so children can view their favorite animal friends.
    - Bookkeeping system is in place although volunteers still need to be trained on its use
    - Plans have been made for the installation of animal webcams in the spring
  - o Online training program was created for camp counselors; many applications/forms put on website
- Objective 3: Achieve greater diversity, equity and inclusion within the organization.
  - o Submitted Board Profile to Leadership Chester County- January 2020
- Objective 4: Evaluate and improve physical space issues related to health and welfare conditions for staff, children, animals and volunteers.
  - o The fly spray system was evaluated and deemed to be safe. April 2019
  - o Locks have been placed on office doors for improved security. June 2019
  - o Railings were replaced on the tree house ramps and entrance ramps as they were old and rough. June 2019



- o Camp Supply closet and other storage areas were cleaned out and organized. Mouse problem was evaluated and a natural method of deterring mice is being used. June 2019
- o Plans to replace screws in roof are being explored
- Objective 5: Review and revise all administrative policies and procedures according to established best practices.
  - o A catalog of all forms and policies was created and the Governance Committee is creating a plan to review forms and policies on a rotating basis. June 2019
  - o The Vacation Policy has been reviewed and an online Employment Application was created.
  - o All Camp policies have been reviewed and revised. A new camp counselor training manual was created. Most camp forms are now accessed and completed online.
  - o Revisions were made to the Conflict of Interest Form and it was required of all staff and Board members. April 2019
  - o A Confidentiality Policy was created and was required of all employees, board and volunteers. April 2019
  - o Labor law posters have been placed in kitchen
- Objective 6: Develop a comprehensive staff orientation and training process.
  - o Training plans were established and are being monitored for the new ED and PM. May/June 2019
  - o All staff job descriptions were reviewed and updated. May 2019
  - o Employment Offer Letter Revised
  - o Employee Manual has been revised and distributed
  - o A system has been developed to track and update staff clearances and training

**Goal 2: Enhance Board effectiveness.**

- Objective 1: Strengthen process for committee and Board recruitment to promote greater organizational effectiveness.
  - o A comprehensive list of committees was created including purpose of committee and members.—Goals related to achievement of SP will be added.
  - o Sharon attending Free Board Education Seminars to bring more to this SP Goal.
- Objective 2: Develop a comprehensive onboarding and training process for members.
  - o Sharon created a checklist of documents and agreements requiring distribution to and/or signature of Board Members
- Objective 3: Develop a succession planning process for Board leadership.



### **Goal 3: Maintain high quality and accessible programs.**

- Objective 1: Continue research and implementation of new and effective animal-assisted activities while maintaining the highest animal welfare standards.
  - o A Macaw named Baby has been visiting camp as a new animal-assisted activity. Baby has been very well received by the campers and staff! Summer 2019
  - o A disabled therapy dog has been added as a regular visitor to camp. Summer 2019
  - o A small outdoor pen was constructed in the Outdoor Learning Center so children can more closely interact with animals outside
- Objective 2: Expand relationships with academic and external organizations.
  - o Dr. Page Buck ran a Pilot Project during the Spring of 2019 Individual Program using a GoPro to measure facial expressions of program participants.
  - o The Director of the Nemours Swank Autism Center attended our Temple Grandin event then later toured The Barn. There are plans to develop this relationship further. Dr. Treadwell-Deering, the Director of The Swank Autism Center, is discussing with her staff ways to help us train our volunteers with regard to working with children with ASD.
  - o Reaching out to IU's and other Organizations to maintain relationships
  - o We are now eligible to host Level 2 OTA student interns
  - o We have formalized our intern program now known as the Professional Clinical Affiliation Program
- Objective 3: Continue to solicit and analyze feedback from families on program activities.
  - o Surveys were collected from Spring IP Program participants and camp participants. This is ongoing.
  - o Parent surveys are distributed and assessed after each program (IPs and Camp)
- Objective 4: Develop and implement an outdoor learning center.
  - o A committee has been formed and guidance is being given by an expert, Charlene Briggs of Earth Vision Consulting. Two gardens were planted in Fall of 2019.
  - o A temporary labyrinth was constructed Spring 2020
  - o A movable story walk was installed Spring 2020
  - o A gathering circle and new sensory tables are planned for Spring 2021

### **Goal 4: Create a sustainable volunteer program.**

- Objective 1: Enhance recruitment, screening and comprehensive training of all volunteers.



- o The volunteer Volunteer Coordinator has developed relationships with corporations, organized corporate help days through the end of the year and organized the on-boarding and background checking of volunteers. June 2019
  - This is being handled by the Program Manager (onboarding volunteers/background checks) and ED (corporate volunteers)
- Objective 2: Develop and implement a volunteer coordinator position.
  - o A job description was created for a Volunteer Coordinator position and this position is filled with a volunteer. Assessment of ongoing need for this position is underway.
    - This will need to be filled post COVID

**Goal 5: Continue to expand awareness and visibility.**

- Objective 1: Identify new promotional vehicles for programs and events.
  - o Ongoing – looking at Vista, Savvy Main Line and other online promotional vehicles
- Objective 2: Define targeted marketing for donors, participants and community members.
  - o Nan is growing corporate relationships beyond a simple work day at The Barn
  - o Speaker for Spring Fundraiser
- Objective 3: Develop and roll out social media and marketing strategies.
  - o Social Media Calendar created with volunteer in 2020

**Goal 6: Increase and diversify funding streams.**

- Objective 1: Expand and diversify individual donor base.
- Objective 2: Update the Development Plan to include expanded corporate, foundation, special events, earned income, and other strategies.
  - o ED completed and submitted EITC paperwork in May, 2020 (We were made aware of our approved status as an Education Improvement Organization in June, 2021)
- Objective 3: Provide training and support for Board and committee members to help achieve fundraising goals.
- Objective 4: Strategically increase corporate engagement and funding.
  - o Nan working to build on corporate relationships. She has attended a Voya meeting and is looking for other opportunities to build relationships.
  - o Nan will be joining a chamber of commerce



# The Barn at Spring Brook Farm

## 2019 Board of Directors

Mary Beth Drobish, Founder  
Sharon Cichocki, President  
Heather Carlino, Vice President  
August Gerhardt, Treasurer  
Karen Schneck, Secretary  
Francis Abbott, III  
Carol Atterbury  
Heather Harrison  
Ann Lim  
Leanne McMenamin  
Lucia Morris  
John Rafferty  
Lucas Saunders

## 2019 Advisory Board

Frances Abbott  
Page Buck  
Jeffrey Drobish  
Alan Elko  
Susan Elko  
Craig Kalemjian  
John Lee  
Suzanne Levy  
Robert McNeil  
Jim Orsini  
Joe Schorn  
Mary Lou Sterge  
Janet Vermeil

## Staff

Nan Latona, Executive Director  
Annie Kozicki, Program Manager  
Christopher Guldin, Facilities Manager

## Contact information

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