



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.



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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.
- Objective 2: Implement information technology improvements.
- Objective 3: Achieve greater diversity, equity and inclusion within the organization.
- Objective 4: Evaluate and improve physical space issues related to health and welfare conditions for staff, children, animals and volunteers.
- Objective 5: Review and revise all administrative policies and procedures according to established best practices.
- Objective 6: Develop a comprehensive staff orientation and training process.

Goal 2: Enhance Board effectiveness.

- Objective 1: Strengthen process for committee and Board recruitment to promote greater organizational effectiveness.
- Objective 2: Develop a comprehensive onboarding and training process for 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.
- Objective 2: Expand relationships with academic and external organizations.
- Objective 3: Continue to solicit and analyze feedback from families on program activities.
- Objective 4: Develop and implement an outdoor learning center.

Goal 4: Create a sustainable volunteer program.

- Objective 1: Enhance recruitment, screening and comprehensive training of all volunteers.
- Objective 2: Develop and implement a volunteer coordinator position.



Goal 5: Continue to expand awareness and visibility.

- Objective 1: Identify new promotional vehicles for programs and events.
- Objective 2: Define targeted marketing for donors, participants and community members.
- Objective 3: Develop and roll out social media and marketing strategies.

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.
- Objective 3: Provide training and support for Board and committee members to help achieve fundraising goals.
- Objective 4: Strategically increase corporate engagement and funding.



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

Emily McClure, Executive Director
Christopher Guldin, Facilities Manager

Contact information

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