Document Purpose
This document has four main goals...

- **Inform** – Inform stakeholders about Fontenelle Forest (FF) in a clear and consistent manner.
- **Align** – Build alignment across stakeholders so that everyone understands what we do and how we do it.
- **Guide** – Create a guide to ensure everyone is focused on achieving the same goals in the same manner.
- **Inspire** – Serve as a source of inspiration and aspiration by proclaiming what we are striving for.

Mission & Vision
The mission and vision of the organization are...

- **Mission** – Provide a place where people can experience and enjoy the quiet wild of nature. We want to inspire current and future generations to care for the natural world.
- **Vision** - Be a national leader in environmental stewardship and education and the region’s premier nature center.

Values
Our organization has several values that guide our work each day

- Integrity
- Stewardship
- Excellence
- Engagement
- Sustainability

Five-Year Plan
We will focus on achieving six main goals over the next five years

<table>
<thead>
<tr>
<th>Goal</th>
<th>Critical Actions</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
</table>
| 01 Obtain long-term financial sustainability with greater diversification of revenue streams | • Locate staff capacities and processes to apply for and win grants.  
• Create and implement plan to diversify an active donor base.  
• Build relationships with donors to secure major gifts.  
• Create and implement plans to increase earned income through visitors, rentals, and programming.  
• Explore possibilities for leasing partnerships.  
• Identify and prioritize areas to reduce operational inefficiencies. | • Grants won  
• Donor counts  
• Major donations  
• Contributed revenue  
• Earned revenue  
• Lease profit  
• Return on investment (ROI) by offerings |
| 02 Create a diverse and accessible forest experience where there is something for everyone | • Create structure, tools, and resources around FF’s current offerings to ensure accessibility and allow visitors to easily customize experiences.  
• Expand popular events, programs and exhibits and create new offerings, especially in underutilized spaces.  
• Create a comprehensive plan and design for the future Treehouse and Acorn Acres.  
• Develop a plan and infrastructure to begin the implementation of a nature preschool.  
• Locate capacities in staff and volunteers to increase availability to visitors, especially during peak hours. | • New and retained members by demographics (e.g., age, ethnicity, zip)  
• Visitors by demographics (e.g., age, ethnicity, zip)  
• Events/programs offered  
• Event/program attendance  
• Progress on plans and designs  
• Visitor satisfaction and commitment  
• Return on mission |
| 03 Create a value proposition and organization culture that attracts and retains top diverse talent | • Conduct staff and volunteer survey to understand perceptions and engagement (e.g., recognition, advancement, communication).  
• Create and implement plan to close gaps based on survey and other data (e.g., exit).  
• Conduct a compensation study to outline fair pay and create a plan to get there.  
• Create and implement a communication plan and supervisory support protocols to improve collaboration between/within depts/levels. | • Staff/volunteer engagement  
• Staff/volunteer value proposition perceptions  
• Progress on survey action plan  
• Staff/volunteer retention  
• Alignment between staff compensation, market rates, and livable wage  
• Adherence to communication plan |
| 04 | Maintain top-notch facilities and continue to conserve land and natural resources | • Create, prioritize, and implement a long-term land management and conservation plan.  
• Create and implement a plan for facility reinvestment and stewardship.  
• Improve signage and resources to ensure visitors can navigate and get the most of their FF experience.  
• Create and implement a plan to get Neale Woods and its nature center to full operations and programming levels.  
• Create and implement a transition plan for the FF Raptor Recovery Center. | • Adherence to land management plan  
• Facilities made operational  
• Facility days utilized  
• Facility rentals  
• Number of items moved out of deferred maintenance  
• Miles of restored and functioning trails  
• Acres in restoration  
• Signs and resources improved or created  
• Signs and resources that are accurate and up-to-date |
| 05 | Increase awareness of the value of FF both within and outside the local community | • Create, prioritize, and implement plan to assess and attract low attendance groups from the greater Omaha metro area.  
• Create, prioritize, and implement plan to attract tourists coming to Omaha for other big events or attractions.  
• Increase presence at community events to boost public awareness of FF.  
• Prioritize and expand marketing efforts across multiple media platforms.  
• Identify and share the value of FF with local strategic partners and facilitate mutually beneficial partnerships. | • New members by demographic groups (e.g., age, ethnicity, zip code)  
• New visitors by demographic groups (e.g., age, ethnicity, zip code)  
• Event and program attendance  
• FF attendance at community events  
• Number of marketing campaigns  
• Revenue or engagement generated by marketing campaigns  
• Number of quality partnerships |
| 06 | Align internally to expand the reach of FF beyond its physical boundaries | • Create internal shared understanding and buy-in of our mission, vision, and values.  
• Define stakeholder roles and clarify each groups’ responsibilities for achieving mission.  
• Enhance stakeholders ability to carry FF’s message and engage various communities.  
• Create and implement plan to increase collaboration with local environmental groups for learning and expanded reach.  
• Utilize and leverage research taking place at FF to increase educational impact.  
• Create and implement integrated plan for enhancing people’s environmental literacy, stewardship, and advocacy. | • Alignment and commitment to mission, vision, and values  
• Role descriptions created  
• Perceptions of clarity and collaboration  
• Stakeholder commitment and advocacy  
• Conversion of stakeholders to donors  
• Quality external relationships developed  
• Value gained from group collaboration  
• Visitor satisfaction and commitment  
• Beneficial research relationships  
• Visitor environmental literacy, stewardship, and advocacy |

**Continuous Improvement Plan**

**Drive and evaluate our progress using the following process**

- **Use It** - Ensure that all decisions align with action plan throughout the year; the plan should not sit outside of day-to-day work. Where appropriate create ownership in the appropriate team; avoid forming special committees.
- **Assess It** - Review and assess alignment and progress on a quarterly basis (September, December, March, June) using assessment forms that allow you to enter and track each KPI.
- **Update It** - Review, assess, and update action plans slides in September of each year; this will ensure the plan always accounts for current conditions and that it remains fresh and up-to-date.
- **Share It** - Share the updated plan with board members, leadership, and staff. Discuss progress, celebrate wins, and realign on areas for improvement.