



Executive Summary

Bynum School's Strategic Plan for 2024-2029 outlines a comprehensive roadmap to achieve its mission of providing personalized educational programs for individuals of all ages with special needs. The plan is rooted in the core values of NURTURE, SERVE, HONOR, and GROW, reflecting the school's commitment to fostering a caring environment, transforming the world's perspective on special needs individuals, and empowering each individual to reach their fullest potential.

The plan's strategic vision aims to sustainably grow the student population and launch a new residential program by 2029 while maintaining premier status. To achieve this, the plan sets forth 17 SMART goals with specific metrics, action plans, responsible parties, and target completion dates. A detailed description of each SMART goal is included below.

Bynum School's strategic plan is a testament to its dedication to providing exceptional education and care for individuals with special needs, ensuring a safe, nurturing, and inclusive learning environment that empowers students to thrive and succeed.

Background

In 2024, the Board and staff leadership of Bynum School engaged in a four-month comprehensive strategic planning process. The priorities were:

- The plan must result in clear goals and action plans to address immediate challenges and opportunities faced by Bynum School, including facility repairs and classroom expansion; and
- The plan must articulate a meaningful five-year vision and action plan to coalesce Board and Staff energy around the next steps in a long-planned pathway to a residential program.

An *ad hoc* Strategic Planning Committee was convened to facilitate and oversee the planning process. More than 275 people including board members, staff and faculty, representatives of partner organizations, and select subject matter experts contributed, ensuring the plan is grounded in community wisdom.

Plan Overview

With diligence, focus and prayer, the *ad hoc* Strategic Planning Committee discussed at length Bynum School's mission, vision, core values, the five-year strategic vision, which is referred to as a Big Holy Audacious Goal (BHAG) and five-year strategic goals, looking out to the year 2029.

Our **Mission Statement** is what we do. The Bynum School mission statement remained unchanged:
With God's grace, Bynum School, remaining committed to the ideals of dignity and respect, will provide personalized educational programs to meet the academic, behavioral, and vocational needs of individuals of all ages with special needs.

Our **Vision Statement** is our long-term objective that describes what the future looks like if we achieve our goals well into the future:

To transform the world's perspective to see individuals with special needs as God created them.

Our **Core Values** are the timeless principles by which we operate:

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|----------------|--|
| NURTURE | Bynum School provides a caring environment where all individuals are challenged and supported in ways that demonstrate an understanding of their needs as learners and human beings. |
| SERVE | Bynum School provides opportunities for students, staff and the community to transform our world through acts of kindness and generosity. |
| HONOR | By recognizing the dignity of every individual, Bynum School cultivates a community where every person is celebrated, respected and valued. |
| GROW | Bynum School fosters a culture of innovation that empowers every individual to reach their fullest potential. |



A **BHAG** is essential to organizational planning, taking a mid- to long-range outlook on a clear and compelling outcome and having the catalytic power to unite and focus leaders. Bynum School's BHAG for the next five years is:

By 2029, Bynum School, while maintaining our premier status, will sustainably grow our student population and launch a new residential program.

A series of 17 SMART goals make up the backbone of the plan that, when collectively achieved, signals Bynum School's completion of this BHAG. The SMART goals are named as follows:

2024-2025 Goals

- 1. Develop an incremental growth model to grow the student population.***
- 2. Establish a process for creating an annual development plan with specific financial and strategic goals.***
- 3. Launch a planned giving program.***
- 4. Achieve 100% active Board committees with volunteer Chairs identified to enhance organizational effectiveness and strategic oversight.***
- 5. Establish intentional relationships with at least five school communities within the Permian Basin to co-create opportunities for students to interact and learn from one another.***
- 6. Campus subsidence issues will be resolved.***
- 7. Develop a comprehensive cost estimate and construction schedule based on the completed architectural program for campus/community expansion, ensuring that the building project aligns with the school's programmatic needs, budgetary constraints, and timeline requirements.***
- 8. Initiate a campaign planning process for campus/community expansion, laying the groundwork for a comprehensive fundraising campaign to support the project's implementation.***

2026-2027 Goals

- 9. Engage a Project Manager/Director of New Projects (paid staff) and a Residential Program Steering Committee (volunteers) to develop the new Residential Program***
- 10. Implement targeted staff retention strategies, including professional development opportunities, to retain and attract quality staff.***
- 11. Develop deeper relationships with its families through 1) establishing a family mentoring program (coordinated by AFT), 2) adding to and maintaining the School's memorial garden, and 3) communicating the role and vision of a Bynum Campus Chaplain.***
- 12. Establish a pre-vocational program for qualifying post graduate students to have more intensive job coaching and mentoring in their workplace.***

2028-2029 Goals

- 13. Host a variety of educational training sessions that target the various needs of each family, which could include disability support, nutritional education, mental health and independent living.***
- 14. Increase therapeutic offerings focused on behavioral interventions for 100% of students who qualify for therapy to improve individual performance across social settings for families and students.***
- 15. Evaluate and implement three alternative revenue strategies to increase its overall revenue.***
- 16. Establish a long-range planning committee responsible for updating the campus master plan that guides the campus/community's growth and development over the next decade.***
- 17. Bynum School's Vocational and Odyssey programs will be financially self-sufficient.***

Strategic Planning Oversight Committee:

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Savannah Alvarado, Rachel Austin, Tracy Bush, Pam Desparrois, Hunter Hall, Michael Harris, Melody Johnson, Clark Moreland, Brenda Stice, Keri St John, Caleb Richardson, Mitchie Rush and Ermunda Yazdani



Goal #	SMART Goal	Goal Metrics	Goal Status	Goal Owner	Target Completion Date
1	By the end of August 2024, Bynum School will develop an incremental growth model to grow the student population.	<ul style="list-style-type: none"> Pro-Forma Budget 5 Year Fundraising Forecast 	Not Started	Director of Finance & Accounting	2024
2	By August 2024, Bynum School will establish a process for creating an annual development plan with specific financial and strategic goals.	<ul style="list-style-type: none"> Completed development plan Increased involvement from Bynum School Leadership and Board in fundraising Increased funds generated from development activities 	Not Started	Director of Development	2024
3	By January 2025, Bynum School will launch a planned giving program.	<ul style="list-style-type: none"> Donor Participation Rate \$ of Revenue Generated 	Not Started	Director of Development	2025
4	By 2025, Bynum School will achieve 100% active Board committees with volunteer Chairs identified to enhance organizational effectiveness and strategic oversight.	<ul style="list-style-type: none"> 100% of Board committees established and actively functioning 100% of Board committees have a chair identified 	Not Started	Board President	2025
5	By 2025, Bynum School will establish intentional relationships with at least five school communities within the Permian Basin to co-create opportunities for students to interact and learn from one another.	<ul style="list-style-type: none"> # of Partners # of Students Engaged 	In Progress	Director of Community Impact	2025
6	By the end of 2025, Bynum School's campus subsidence issues will be resolved.	<ul style="list-style-type: none"> 100% of the money for the project will have been raised Project Completion 	In Progress	Executive Director	2025
7	By the end of 2025, Bynum School will develop a comprehensive cost estimate and construction schedule based on the completed architectural program for campus/community expansion, ensuring that the building project aligns with the school's programmatic needs, budgetary constraints, and timeline requirements.	<ul style="list-style-type: none"> Completion of the architectural program Completed Cost Estimate Detailed Construction Schedule 	Not Started	Executive Director	2025



Goal #	SMART Goal	Goal Metrics	Goal Status	Goal Owner	Target Completion Date
8	By the end of 2025, Bynum School will initiate a campaign planning process for campus/community expansion, laying the groundwork for a comprehensive fundraising campaign to support the project’s implementation.	<ul style="list-style-type: none"> Completion of the planning study Confirmation of Campaign Goals and Timeline 	Not Started	Executive Director	2025
9	By June 2026, Bynum School will engage a Project Manager/Director of New Projects (paid staff) and a Residential Program Steering Committee (volunteers) to develop the new Residential Program.	<ul style="list-style-type: none"> Core group of engaged volunteer leaders and staffing resource with clear directives Completed, written business plan Projected pro-forma operating budget POSSIBLE new 501c3 entity named, formed 	Not Started	Executive Director	2026
10	By 2026, Bynum School will implement targeted staff retention strategies, including professional development opportunities, to retain and attract quality staff.	<ul style="list-style-type: none"> # of strategies implemented # of high-quality staff retained 	Not Started	Director of School Programs	2026
11	By 2027, Bynum School will have developed deeper relationships with its families through 1) establishing a family mentoring program (coordinated by AFT), 2) adding to and maintaining the School's memorial garden, and 3) communicating the role and vision of a Bynum Campus Chaplain.	<ul style="list-style-type: none"> # of families actively participating in mentoring program for an entire year # of trees or other memorials planted in the garden Chaplain Hired 	Not Started	AFT President	2027
12	By 2027, Bynum School will have a pre-vocational program for qualifying post graduate students to have more intensive job coaching and mentoring in their workplace.	<ul style="list-style-type: none"> Program Lead Hired or Designated # of Students Enrolled in Program 	Not Started	Director of School Programs	2027



Goal #	SMART Goal	Goal Metrics	Goal Status	Goal Owner	Target Completion Date
13	By 2029, Bynum School will host a variety of educational training sessions that target the various needs of each family which could include disability support, nutritional education, mental health and independent living.	<ul style="list-style-type: none"> Education coordinator hired or designated Increased # of parent education opportunities Increased # of connections to community resources 	Not Started	Director of School Programs	2029
14	By 2029, Bynum School will increase therapeutic offerings focused on behavioral interventions for 100% of students who qualify for therapy to improve individual performance across social settings for families and students.	<ul style="list-style-type: none"> Sufficient staff to serve 100% of the student population for the behavioral, therapeutic and training needs of the community, staff and families Increased parental satisfaction with therapeutic programs as (annual parent/caretaker school surveys) 	Not Started	Director of School Programs	2029
15	By 2029, Bynum School will evaluate and implement three alternative revenue strategies to increase its overall revenue.	<ul style="list-style-type: none"> # of Strategies Implemented \$ of Revenue Captured 	Not Started	Executive Director	2029
16	By 2029, Bynum School will have established a long-range planning committee responsible for updating the campus master plan that guides the campus/community's growth and development over the next decade.	<ul style="list-style-type: none"> Formation of Long-Term Planning Committee Completed update of the master plan 	Not Started	Board President	2029
17	By 2029, Bynum School's Vocational and Odyssey programs will be financially self-sufficient.	<ul style="list-style-type: none"> Increase in \$ of earned program revenue Increase in # and \$ of grants solicited to fund Vocational and Odyssey programs 	Not Started	Executive Director	2029



2024 Goals and Action Plans

Goal #1: By the end of August 2024, Bynum School will develop an incremental growth model to grow the student population.

Metrics:

- Pro-Forma Budget
- 5 Year Fundraising Forecast

Action Plan

Action	When	Who	Budget
1.1: Update previous growth model	Aug-24	Board (Caleb, Michael and Hunter) Director of Accounting & Finance Executive Director	None
1.2: Evaluate the mix of tuition and other sources of funding and determine the right model going forward. Investigate alternative models and methods for distribution of financial aid.	Aug-24	Board (Caleb, Michael and Hunter) Director of Accounting & Finance Executive Director	None
1.3: Develop 5 Year Fundraising Forecast	Aug-24	Board (Caleb, Michael and Hunter) Director of Accounting & Finance Executive Director	None

Goal #2: By August 2024, Bynum School will establish a process for creating an annual development plan with specific financial and strategic goals.

Metrics:

- Completed development plan
- Increased involvement from Bynum School Leadership and Board in fundraising
- Increased funds generated from development activities

Action Plan

Action	When	Who	Budget
2.1: Conduct an annual development assessment to evaluate prior year strategies and identify areas of relative strength and opportunity.	Aug-24	Director of Development Development Team	None
2.2: Set financial goals for fundraising.	Aug-24	Executive Director Director of Accounting & Finance Director of Development	None
2.3: Set strategic goals for fundraising	Aug-24 Annually	Director of Development Development Team	None
2.4: Draft the Annual development plan with goals for each fundraising strategy, clear action steps, timelines and responsible parties.	Aug-24 Annually	Director of Development Development Team	None
2.5: Circulate the draft plan for review and feedback to relevant stakeholders.	Aug-24 Annually	Director of Development Development Team	None



2025 Goals and Action Plans

Goal #3: By January 2025, Bynum School will launch a planned giving program.

Metrics:

- Donor Participation Rate
- \$ of Revenue Generated

Action Plan

Action	When	Who	Budget
3.1: Research & Analysis Identify best practices for successful planned giving programs Analyze Bynum School’s existing donor base to identify potential candidates for planned giving	Sep-24	Director of Development Development Team	Nominal cost (\$500-\$1000) for professional development
3.2: Legal and Financial Compliance Consult with legal counsel to ensure compliance with local laws and regulations governing planned giving programs With the finance team, establish processes for accepting and managing planned gifts, including policies for gift acceptance and donor stewardship	Nov-24	Director of Development Director of Accounting & Finance	TBD
3.3: Marketing and Promotion Create brochures, website content, and presentation materials to educate donors about planned giving options and benefits. Develop a marketing and promotion strategy to encourage participation in the planned giving program.	Jan-25	Director of Development	TBD
3.4: Training and Education Provide training for staff members, board members, and volunteers to equip them with the knowledge and skills to effectively promote and solicit planned gifts Offer educational workshops or webinars for donors to learn more about planned giving options and estate planning strategies	Mar-2025 Ongoing	Director of Development	TBD
3.5: Monitoring and Evaluation Track key metrics, such as participation rate, revenue generated, and donor retention rate, to monitor the effectiveness of the planned giving program Regularly review and analyze performance data to identify areas for improvement and adjust the program as needed	Ongoing	Director of Development	None



Goal #4: By 2025, Bynum School will achieve 100% active Board committees with volunteer Chairs identified to enhance organizational effectiveness and strategic oversight.

Metrics:

- 100% of Board committees established and actively functioning
- 100% of Board committees have a chair identified

Action Plan

Action	When	Who	Budget
<p>4.1: Committee Review and Assessment Conduct a comprehensive review of the organization's governance structure and identify key areas where Board committees are needed for effective oversight and decision-making Assess the roles, responsibilities, and composition of existing committees to determine gaps and areas for improvement</p>	Jan-25	Board President Executive Director	None
<p>4.2: Committee Formation and Alignment Establish new Board committees or restructure existing ones based on the findings of the assessment and in alignment with the school's strategic priorities and operational needs Define the purpose, scope, and objectives of each committee to ensure clear alignment with the organization's mission and goals</p>	Mar-25	Board President Executive Director	None
<p>4.3: Orientation and Training Provide orientation sessions for committee members to familiarize them with their roles, responsibilities, and expectations Offer training opportunities, resources, and support to help committee chairs effectively lead their committees and fulfill their duties</p>	May-25	Board President Executive Director Committee Chairs Key Staff	None
<p>4.4: Regular Meetings and Reporting Schedule regular meetings for each Board committee to discuss relevant issues, review progress, and make recommendations to the Board Require committee chairs to provide regular reports to the Board on the activities, accomplishments, and challenges faced by their respective committees</p>	Dec-25	Board President Executive Director Committee Chairs Key Staff	None



Goal #5: By 2025, Bynum School will establish intentional relationships with at least five school communities within the Permian Basin to co-create opportunities for students to interact and learn from one another.

- Metrics:**
- # of Partners
 - # of Students Engaged

Action Plan

Action	When	Who	Budget
5.1: Identify Potential Partners Research private, charters, public schools and upper-level campuses in the Permian Basin who may have an interest in partnering with Bynum School	Dec-24	Director of Community Impact	None
5.2: Reach Out and Establish Connections Contact administrators at potential partner schools to initiate discussions about collaboration opportunities Provide examples of current partnerships	Dec-25	Director of Community Impact	None
5.3: Develop Collaboration Plans Work with partner schools to develop collaborative plans that may include joint activities and shared resources	Ongoing	Director of Community Impact	None
5.4: Implement Collaboration Initiatives Begin implementing collaboration initiatives according to the agreed-upon plans, ensuring that activities are inclusive and supportive of students with special needs	Ongoing	Director of Community Impact	None
5.5: Monitor Progress and Adjust as Needed Regularly monitor the progress of collaboration initiatives, gather feedback from stakeholders, and adjust as needed to ensure that partnerships are effective and beneficial for all involved	Ongoing, completed monthly	Director of Community Impact	None

Goal #6: By the end of 2025, Bynum School's campus subsidence issues will be resolved.

- Metrics:**
- 100% of the money for the project will have been raised
 - Project Completion

Action Plan

Action	When	Who	Budget
6.1: Hire project manager to oversee project	May-24	Executive Director	Salary & Benefits
6.2: Secure funding needed to complete project	TBD	Executive Director Board of Directors	TBD
6.3: Construction and project completion	Dec-25	Executive Director Building Committee	TBD
6.4: Celebrate project completion with Bynum School community and funders	Jan-25	Executive Director Board of Directors	TBD



Goal #7: By the end of 2025, Bynum School will develop a comprehensive cost estimate and construction schedule based on the completed architectural program for campus/community expansion, ensuring that the building project aligns with the school's programmatic needs, budgetary constraints, and timeline requirements.

Metrics:

- Completion of the architectural program
- Completed Cost Estimate
- Detailed Construction Schedule

Action Plan

Action	When	Who	Budget
7.1: Complete an architectural program to expand its facilities, including classrooms and additional administrative and therapy spaces, to support the goal of campus and community expansion Analyze the existing facilities to identify areas for expansion or renovation to accommodate the anticipated growth and to optimize the use of space	Dec-24	Executive Director Building Committee	TBD
7.2: Secure project cost estimate and construction schedule	Dec-25	Executive Director Board of Directors	TBD

Goal #8: By the end of 2025, Bynum School will initiate a campaign planning process for campus/community expansion, laying the groundwork for a comprehensive fundraising campaign to support the project's implementation.

Metrics:

- Completion of the planning study
- Confirmation of Campaign Goals and Timeline

Action Plan

Action	When	Who	Budget
8.1: Reserve budget dollars for campaign planning study	Aug-24	Executive Director Board of Directors	TBD
8.2: Engage consultant to deliver campaign planning study	Jun-25	Executive Director Board of Directors	TBD
8.3: Implement recommendations from campaign planning study	Sep-25	Executive Director Board of Directors	TBD



2026 Goals and Action Plans

Goal #9: By June 2026, Bynum School will engage a Project Manager/Director of New Projects (paid staff) and a Residential Program Steering Committee (volunteers) to develop the new Residential Program			
Metrics:			
<ul style="list-style-type: none"> ▪ Core group of engaged volunteer leaders and staffing resource with clear directives ▪ Completed, written business plan ▪ Projected pro-forma operating budget ▪ POSSIBLE new 501c3 entity named, formed 			
Action Plan			
Action	When	Who	Budget
9.1: Establish a clear work plan for the Project Manager	Dec-24	Board of Directors Executive Director	None
9.2: Recruit and engage a Residential Program Steering Committee (2–3-year commitment) Survey Bynum School parents, Boards for interest Roles/responsibilities, Chair/co-chairs Quarterly meetings Select Bynum representatives and outside representatives (e.g., Scott McAvoy)	Jun-25	Board of Directors Executive Director	None
9.3: Name/Hire Residential Program Project Manager	Oct-25	Board of Directors Executive Director	TBD
9.4: Project Manager leads business planning, and is supported by Residential Program Steering Committee Residential Program Mission, Vision, Core Values Needs Description and Current Environment (name the need we’re proposing to serve; identify anyone else serving the need and our unique value proposition) Organization and Governance Development and Start-Up Considerations (funds needed in stages, professional help required, initial staff and community awareness plans) Budget and Funding Objectives (role of philanthropy, program revenue, public funding, “full-time” residential tuition, “day resident” tuition) Growth and Marketing Strategy	Jun-26	Residential Project Manager Residential Program Steering Committee	TBD
9.5: File for 501c3 status (IF STEERING COMMITTEE DECIDES THIS IS NEEDED)	Dec-26	Residential Project Manager	TBD



Goal #10: By 2026, Bynum School will implement targeted staff retention strategies, including professional development opportunities, to retain and attract quality staff.

Metrics:

- # of strategies implemented
- # of high-quality staff retained

Action Plan

Action	When	Who	Budget
10.1: Update staff surveys to gain insight into what is working and where improvement needs to happen	Dec-24	Executive Director Director of School Programs	None
10.2: Create individualized professional development plans for XX high-performing teaching assistants to enhance their skills and competencies to build capacity for future promotion within Bynum School Identify assistants to participate in the program Develop and write individualized professional development plans Plan a coaching calendar for participants to meet with the Director of School Programs and Campus Coach (Melody) Assign degreed, certified teachers as mentors with specific and scheduled evaluations	Jan-25	Director of School Programs Instructional Coach Mentor Teachers	Stipend for mentor teachers
10.3: Develop annual calendar for professional development based upon staff feedback and needs	May-25	Director of School Programs Assistant Head of School	Professional Development Budget
10.5: Build Staff Awards Program to recognize exceptional Bynum School Staff	Aug-26	Executive Director Director of School Programs Assistant Head of School	TBD, stipend for recognition
10.4: Implement staff incentive - "perks", extra time off, monetary rewards (bonuses, gift cards) and fun activities	Ongoing	Executive Director Director of School Programs Assistant Head of School	Built into yearly budget



2027 Goals and Action Plans

Goal #11: By 2027, Bynum School will have developed deeper relationships with its families through 1) establishing a family mentoring program (coordinated by AFT), 2) adding to and maintaining the School's memorial garden, and 3) communicating the role and vision of a Bynum Campus Chaplain.

- Metrics:**
- Pro-Forma Budget
 - # of families actively participating in mentoring program for an entire year
 - # of trees or other memorials planted in the garden
 - Chaplain Hired

Action Plan

Action	When	Who	Budget
11.1.1: Mentoring Program Research and design family mentoring program Identify volunteer coordinator	Aug-24	AFT Officers Executive Staff	None
11.1.2: Mentoring Program Implement family mentoring pilot program (6-12 families) Develop instrument for assessment of pilot Assess program effectiveness and design plans for scaling	Sep-24	AFT Families Mentoring Coordinator AFT Officers Executive Staff	\$3K (meals, resources)
11.1.3: Mentoring Program Scale program to include more families (10-25 families) Assess effectiveness yearly	Sep-25	AFT Families Mentoring Coordinator AFT Officers Executive Staff	\$10K
11.2.1: School Garden Develop plans for expansion and maintenance of garden, orchard, and memorial area Plant trees and in memorial garden Expand orchard Build two additional raised beds	Jun-24	AFT Officers Executive Staff Director of Community Impact	\$5K
11.3.1: Bynum Community Chaplain Create job description for Bynum Community Chaplain Hire Bynum Community Chaplain	Mar-25	Board of Directors Director of Development Campus Chaplain	\$25K

Goal #12: By 2027, Bynum School will have a pre-vocational program for qualifying post graduate students to have more intensive job coaching and mentoring in their workplace.

- Metrics:**
- Program Lead Hired or Designated
 - # of Students Enrolled in Program

Action Plan

Action	When	Who	Budget
12.1: Draft a plan for the program that includes description of the program participants, budget, appropriate tuition, facility needs and job description for needed staff.	Jan-27	Board of Directors Executive Director Director of School Programs	None
12.2: Hire or name program manager	Mar-27	Executive Director Director of School Programs	TBD for Salary
12.3: Recruit and enroll students in program	Aug-27	Director of School Programs Pre-Vocational Program Manager	None
12.4: Assess program effectiveness and make recommendations for upcoming program year.	May-28	Pre-Vocational Program Manager	None



2029 Goals and Action Plans

Goal #13: By 2029, Bynum School will host a variety of educational training sessions that target the various needs of each family which could include disability support, nutritional education, mental health and independent living.

Metrics:

- Education coordinator hired or designated
- Increased # of parent education opportunities
- Increased # of connections to community resources

Action Plan

Action	When	Who	Budget
13.1: Draft job description and scope of work for education coordinator	Oct-28	Director of School Programs	None
13.2: Hire or name education coordinator	Jan-29	Board of Directors Executive Director Director of School Programs	TBD - Salary & Benefits
13.3: Offer quarterly training classes for families and students.	Mar-29	Education Coordinator Director of School Programs	TBD
13.4: Build partnerships with community organizations to continually enhance understanding of resources available to parents.	May-29	Education Coordinator Director of School Programs	TBD
13.5: Assess Education Programs and Make Plan for Upcoming Year	May-29	Education Coordinator Director of School Programs	None

Goal #14: By 2029, Bynum School will increase therapeutic offerings focused on behavioral interventions for 100% of students who qualify for therapy to improve individual performance across social settings for families and students.

Metrics:

- Sufficient staff to serve 100% of the student population for the behavioral, therapeutic and training needs of the community, staff and families
- Increased parental satisfaction with therapeutic programs as (annual parent/caretaker school surveys)

Action Plan

Action	When	Who	Budget
14.1: Evaluate the current slate of therapeutic offerings	Mar-25	Executive Director Director of School Programs	None
14.2: Evaluate space needs for increased therapeutic offerings and communicate to facilities/building committee	Jun-25	Executive Director Director of School Programs	None
14.3: Create a plan to expand staffing for all therapy positions (OT, PT, SLP, Music, etc.)	Jan-27	Executive Director Director of School Programs	None
14.4: Enhance Behavioral support training for all staff	Aug-27	Executive Director Director of School Programs	None



Goal #15: By 2029, Bynum School will evaluate and implement three alternative revenue strategies to increase its overall revenue.

- Metrics:**
- # of Strategies Implemented
 - \$ of Revenue Captured

Action Plan			
Action	When	Who	Budget
15.1: Establish a financial goal for this strategy.	Jan-25	Board of Directors Executive Director Director of Finance and Accounting	None
15.2: Assemble or assign the process to assess alternative revenue strategies to a task to a Board Committee.	Jun-25	Executive Committee Executive Director Director of Development	None
15.3: Conduct a cost-benefit analysis and assessment of feasibility and alignment with the school's mission and values.	Ongoing	Board Committee Responsible Executive Director Director of Finance and Accounting	None
15.4: Develop implementation plans for selected strategies, including timelines, resource allocations and performance metrics.	Ongoing	Board Committee Responsible Executive Director Director of Finance and Accounting	None

Goal #16: By 2029, Bynum School will have established a long-range planning committee responsible for updating the campus master plan that guides the campus/community's growth and development over the next decade.

- Metrics:**
- Formation of Long-Term Planning Committee
 - Completed update of the master plan

Action Plan			
Action	When	Who	Budget
16.1: Recruit volunteers for long range planning committee	May-25	Executive Director Board of Directors	None
16.2: First committee meeting and orientation of long-range planning committee	Sep-25	Executive Director Board of Directors	Nominal
16.3: Committee completes the update of the master plan	Apr-26	Long Range Planning Committee	TBD
16.4: Master plan is reviewed and approved by Board of Directors	May-26	Board of Directors	TBD
16.5: Implementation oversight and succession planning	Ongoing	Long Range Planning Committee	TBD



Goal #17: By 2029, Bynum School’s Vocational and Odyssey programs will be financially self-sufficient.

Metrics:

- Increase in \$ of earned program revenue
- Increase in # and \$ of grants solicited to fund Vocational and Odyssey programs

Action Plan

Action	When	Who	Budget
17.1: Identify opportunities to grow contributed revenue from individuals, foundations and corporations that are directed towards vocational programs.	Sep-24	Director of Development Director of Vocational Programs	None
17.2: Assess the current structure of Vocational and Odyssey Programs, and make recommendations for ideal future structure for both while considering the planned expansion of Vocational program and introduction of Pre-Vocational Programs	Jan-26	Executive Director Director of Vocational Programs Director of School Programs	None
17.3: Create a business plan to increase earned revenue from product sales to \$100K annually. Identify partners to help design product offerings Identify items that can be mass-produced at a low cost Consider tagging, branding and sales opportunities	Apr-26	Executive Director Director of Vocational Programs Possible Board Committee	TBD
17.4: Launch initial business to begin earning program revenue Create a marketing and branding plan to increase product sales	Aug-26	Executive Director Director of Vocational Programs Director of Community Impact Possible Board Committee	TBD
17.5: Identify opportunities to grow contributed revenue from individuals, foundations and corporations that are directed towards vocational programs.	May-27 Ongoing	Executive Director Director of Vocational Programs Director of Development Possible Board Committee	TBD