

Eagle's Nest Foundation Bridge Plan 2024-2027

Eagle's Nest Foundation has been guided by its Centennial Plan for the last 10 years. Now, with ENF's long-time executive director retiring, a new executive director being hired, and its hundredth anniversary approaching, ENF has committed to developing a strategic plan for the period beginning in 2027. In the meantime, a bridge plan, outlined below and based upon the Centennial Plan, will guide the organization's activities and decision making. Bringing existing programs to capacity remains our overarching priority, with housing as an additional key priority at this time.

Centennial Plan Priority: Empower a Community of Educators

- Recruit and Retain Diverse Camp/OA/Hante Staff
- Create and/or Secure Full-time Staff Housing Options

Centennial Plan Priority: Sense of Place

- Develop Land Acquisition Preparedness Plan (for immediately contiguous or internal property)

Centennial Plan Priority: Share Our Story

- Develop/Expand Our Story: Create Stories and Statistics database
- Continue to Share Our Story

Centennial Plan Priority: Financial Resiliency

- Bring programs to capacity
- Prototype New Revenue Streams (mindful of staff impact)
- Explore creative debt options
- Capital Campaign preparation

Eagle's Nest Foundation Priorities: 2024-2027

Centennial Plan Priority: Empower a Community of Educators

- Recruit and Retain diverse Camp/OA/Hante Staff

Aligned with national trends in outdoor education, Eagle's Nest has had difficulty recruiting high-quality adventure staff members with advanced skills in paddling, trekking, and rock climbing. When recruited, these staff members appear less likely to return in future summers. Along with other issues, this may be diluting the excitement factor for campers/participants. Moving forward, continue to focus on recruiting and retaining high quality and diverse staff.

- Create and/or Secure Full-time Staff Housing Options

Housing in the Brevard and greater Asheville area is either exorbitantly expensive or unavailable. This has made recruiting and retaining staff extremely difficult. It is a priority to re-examine the feasibility of the Berry Patch Housing project, based on assessment of affordability, and consider other options that could meet our needs.

Centennial Plan Priority: Sense of Place

- Develop Land Acquisition Preparedness Plan

ENF is dependent upon its land. Changes in ownership of adjacent or internal land could pose a significant threat. A systematic plan for addressing emerging issues is critical. On-going conversations with owners (including, perhaps, purchasing "right of first refusal" contracts) and identifying means of quick-turnaround financing (see "creative debt options" under Financial Resiliency below) is critical to ENF's future.

- Continue and Expand Transcultural Commitment

Our transcultural commitment continues to be a core value of ENF, and we have shown a willingness to engage with sensitive, important topics with motivation and with grace. Over the past 10 years, we have found that assessing customs through the lens of "belonging and mattering" – rather than holding fast to some artifact – is really what helps us achieve our mission with transcultural commitments in mind.

Centennial Plan Priority: Share Our Story

- Develop/Expand The Story: Create Stories and Statistics database

ENF has a powerful history full of inspiring stories. It can also demonstrate impact via participant statistics. In order to be more systematic in telling the story, it is important to create a database of stories and statistics from which presentations can be drawn.

- Continue to Share Our Story

Having created that database, ENF will be prepared to raise its visibility even more with alumni, the local community, and potential external partners. Alumni events and communication could include Family Camp and the new ED tour. Potential external partners could include colleges and universities (specifically connecting with departments of Environmental science research, climate change, environmental justice) and professional organizations' continuing education programs.

Centennial Plan Priority: Financial Resiliency

- Bring existing programs to capacity
ENF needs to increase revenue. Primary is filling its existing programs to as near capacity as possible. Diversify recruitment by sharing story with members and families of: home school associations, LGBTQ support groups, environmental organizations, and neurodivergent individuals and their supporters.
- Prototype New Revenue Streams (mindful of staff impact)
Several low-impact programs have been identified and some are already being prototyped. Consider short- and long-term feasibility of family camps, weddings, educational conferences, and minimester programs.
- Explore creative debt options
ENF should explore the possibility of creative debt options, especially if needs arise for immediate land acquisition, e.g., loans guaranteed by bequests or loans from donors (or potential donors).
- Capital Campaign preparation
ENF is preparing for a capital campaign. The work preparing for that, which is staff led, will be completed by the end of 2026 (after the completion of the Strategic Plan)

Simultaneously in 2025-26:

- Prepare to Develop and Implement Strategic Plan for 2027 and beyond

For the Future

The next strategic plan should probably include some or all of the following:

- Consider hosting Eagle's Nest Conferences on mission-related issues, e.g.:
 - Environmental Justice
 - Climate Change
 - LGBTQ Safety and Inclusion in Educational Settings
- Develop new revenue stream programming into new lines of business, adding, perhaps, alumni Hante experiences
- Explore appropriate technology options to deepen and lengthen the impact of Eagle's Nest experiences (This process could be begun in the 2024-2027 timeframe if human resource availability allows for it.)
- Continue Land Acquisition Preparedness Plan
- Complete Capital Campaign
- Continually Update Stories and Statistics Database
- Consider an "educator" track for Camp/OA/Hante Staff: Individuals doing summer projects, seeking continuing education credits, or completing internships

ENF Strategic Planning timeline

**As outlined in Feb24 Visioning Retreat*



2025

Continue ED "tour"
Prep for Planning
Retreat

2027

Celebrate 100years!
Reveal the new SP to
constituency

2024

New Executive
Director transition and
"tour"

2026

March: Strategic
Planning Retreat of
the BOT

Feasibility Study to
determine donor
capacity/affinity

BEYOND

Potential launch of a
Capital Campaign