

DF/2020

Drumlin Farm Strategic Plan 2016–2020





Building Community

When we meet new Drumlin Farm donors, we typically ask them how their connection to Drumlin Farm began. Most first came to the farm with children or grandchildren to see the animals, many are Drumlin Farm camp or preschool families, and some are part of our adult birding or volunteer communities. Everyone's relationship to this special place is distinct, and yet the sanctuary provides something common to all.

During the first half of 2016, the Drumlin Farm staff spent many hours in thought and conversation about our strengths, our challenges, and our future directions. The result is DF/2020 – Drumlin Farm's strategic plan for the next five years. While the experience of Drumlin Farm is distinct for each person who comes here, three elements form the foundation of all we do: the farm context that defines our daily work, the nature that surrounds and inspires us, and the people who make up our community. The interconnections between those three elements are what makes Drumlin Farm unique, a place where people come together to understand and value the balance present in being a working farm within a wildlife sanctuary.

As we work to implement our specific goals for the next five years, we see our visitors and members as a critical part of our farm-nature-people web. We welcome their input on what they value about the sanctuary, what makes it special, and how we can continue to improve. Together, we can shape the future not just of Drumlin Farm, but of our broader world.

Our Story

Mass Audubon's Drumlin Farm Wildlife Sanctuary exists today because of the foresight and generosity of a remarkable woman, Louise Ayer Gordon Hatheway. In 1905, she and her family began purchasing land in Lincoln, eventually assembling the estate and working farm that today comprise Drumlin Farm and Mass Audubon headquarters. She believed deeply in the value of the lessons one learns on a farm – lessons about the cycles of life and death and the interdependence of people and nature. Decades before the local food movement began to take shape, she worried that, with urbanization and the industrialization of agriculture, children were losing their connection to the source of their food.

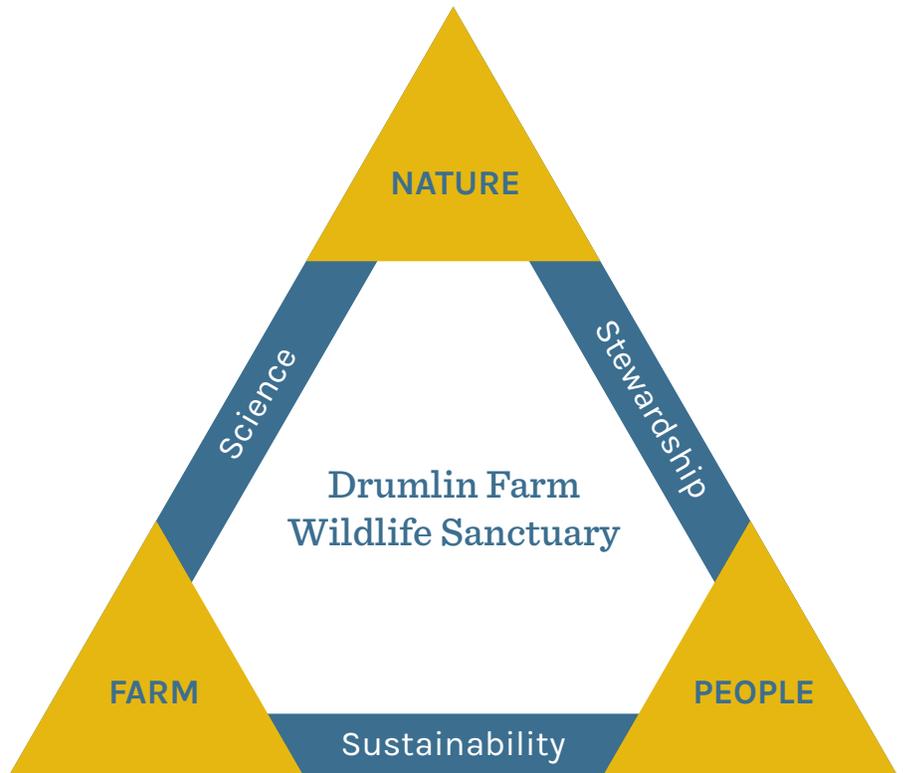
During her lifetime, Mrs. Hatheway invited children to the farm to experience first-hand the processes of growing crops and caring for livestock. When she died in 1955, Mrs. Hatheway left her property to Mass Audubon with the intent that the sanctuary would be used as "a place to help educate the public, especially children, about the source of their food as well as the wonders of the natural world."

Sixty years later, Drumlin Farm is Mass Audubon's flagship sanctuary, promoting an awareness of the interdependence of people, land, and wildlife through environmental education, stewardship of regionally significant habitat, and sustainable agricultural practices on our 206-acre working farm and wildlife sanctuary. Today, as we face environmental challenges Mrs. Hatheway probably never imagined, this mission is more important than ever. We are grateful to her for preserving this remarkable place and for making Drumlin Farm's work possible.

Drumlin Farm is committed to humanely raising livestock, building soil health, conserving resources, and respecting the interconnectedness of people, wildlife, and habitats. We strive to share our farming practices with a wider community by supporting educational opportunities in the field and barns, by inviting volunteers to work alongside us, by training aspiring farmers, and by making our meat and produce available through diverse outlets. Our goal is to raise awareness about our farming practices so that people can feel more confident about and involved in their food choices--choices that we understand to involve not only an individual's nutrition, but also the health of local ecosystems.

Drumlin Farm is also a set of diverse habitats—fields, forests, and wetlands—that provides food and cover for many wildlife and plant species. As a critical piece of open space that links other land in a regional wildlife corridor, the farm protects not only the wild animals that thrive within it but also the resident imprinted or injured birds and mammals that provide visitors with an up close look at New England's native wildlife. The sanctuary serves as a living laboratory for conservation science, with experimentation and on-going data collection providing the basis for ecological management decisions about how we steward the land under our care.

Yet Drumlin Farm is so much more than these physical manifestations. It is a community of people—staff and volunteers—who share a passion for farm-based science education and a vision for its future. Our team of 33 full-time staff and 130+ seasonal educators and beginning farmers works together to support the mission of Mass Audubon by reaching more than 100,000 people each year. Drumlin Farm is also defined by the depth and breadth of its environmental education programming, providing opportunities for all ages to experience and learn about nature and farming both on site and within their own communities. Public programs include a wide range of experiences for children and families, teens, and adults. Our summer camp, nature-based preschool, and vocational internships give us opportunities to reach children and young adults in more in-depth and sustained ways. Onsite and off-site school and group programs allow us to integrate our messages and hands-on approach with local K-12 science curricula.



Our Future

Drumlin Farm is a place that, by its very nature, teaches and inspires. The three elements of farm, nature, and people have served as a strong foundation for our work for decades and will continue to define our unique role as a Mass Audubon sanctuary. We've strengthened that triangular foundation by articulating three supporting practices to guide our work. Science and environmental literacy form the heart of our education programs, offering methods and tools with which to understand our world and ask probing questions to make it better. Sustainability is reflected in our daily decisions around balancing the needs of farm, nature, and people, embracing Mass Audubon's mission of protecting the nature of Massachusetts for people and wildlife. Stewardship describes how we aim to nurture and develop not only our land but also the students who learn here, allowing them to develop their own conservation ethic. As we seek to balance the inherent tensions present on a single site used simultaneously as working farm and wildlife sanctuary, conservation area and large educational hub, these "Three S's" give us a means of evaluating tradeoffs and ensure that decisions are aligned with our mission.

Drumlin Farm today is in the enviable position being able to build upon years of successful growth. Over the past fifteen years – and in large part due to the last five years guided by our previous strategic plan – Drumlin Farm has grown two- to three-fold by many measures of success: crops and farm product sales, staff size, major program participation (camp and preschool, in particular), volunteer participation, and membership rates. The property shines, a capital campaign has allowed us to renovate many farm facilities, and a hard-working and highly-trained professional staff bring top-quality programming and customer service to our visitors and program participants. With programming at the farm at or near capacity for most audiences, our focus lies therefore not on significantly more growth in isolation, but on developing our ability to leverage our considerable internal strengths to reach wider audiences.

Drumlin Farm's strategic vision is to use our 206-acre working farm and wildlife sanctuary as an outdoor laboratory to connect people to the natural world by engaging them in the science and practice of sustainability, and creating a model for environmental education on a national scale.

To accomplish this ambitious vision, five major goals have emerged to frame our plan for Drumlin's future:

1. Bring Science to the Forefront of Environmental Education
2. Become an Outdoor Laboratory for Ecological Management and Monitoring
3. Strengthen Visitor Experience and Engagement
4. Inspire Action and Develop Future Leaders
5. Increase Diversity and Inclusion



Goal 1: Bring Science to the Forefront of Environmental Education

Environmental science—the cycles and systems of the natural world—informs the decisions made at Drumlin Farm every day. When and where to plant, why an animal can survive here and not there, what allows a habitat to thrive, how to measure the effectiveness of our ecological practices—all of these questions and more are approached through observation, data collection, analysis, and increased understanding. Along with inspiring wonder in the natural world, we want to develop deep scientific competency in our program participants, giving them the tools to observe, evaluate, and interpret the world.

Environmental literacy has never been more critical to people’s ability to be informed and effective world citizens than it is today. Drumlin Farm will use science not only as the basis for our own work, but as the core of how we approach environmental education at Drumlin Farm and beyond. Working with the statewide Mass Audubon Education team, and showing leadership in sharing our knowledge and best practices across sanctuaries and outside Mass Audubon, is critical to achieving this goal. In addition, replacing the aging Drumlin Farm education building with a new home base that reflects the current size and professional quality of our staff, along with fostering creativity and collaboration, is Drumlin Farm’s most critical capital need at this time.

Objectives:

- Strengthen our internal capacity to promote environmental literacy, and identify the information and training our staff needs to feel confident as leaders in nature-based science education
- Become a statewide leader in K-8 Professional Development for classroom science educators
- Explicitly integrate climate literacy messages across all of our programs and audiences
- Complete the design and construction of the Environmental Learning Center to serve as the new home for Drumlin Farm education and engagement



Goal 2: Become an Outdoor Laboratory for Ecological Management and Monitoring

A core part of Drumlin Farm's mission is to steward our lands and resources in the most sustainable way possible, recognizing our unique position as a hub of sustainable agriculture and ecological management. The tradeoffs between people, nature, and farm are present in all of our decisions about how we interact with the land and wildlife of the sanctuary, from farming to haying to the care of our manmade landscape. We as a sanctuary and also as a society are just beginning to experience what we believe are responses to our moderating climate. We need to work within Mass Audubon to better understand the impacts of global climate change on our sanctuary and to develop strategies for coping with those changes.

At the same time, we must do all we can to help slow down the climate change process through our green building and energy conservation practices and how we interpret these measures for our visitors. We aim to serve as a model of sustainability for the visitors that come here, as well as for the wider community. Working with statewide Mass Audubon staff in the Conservation Science division is critical to achieving this goal.

Objectives:

- Develop a land stewardship plan that articulates how we will make decisions about the interconnections between farming, wildlife conservation, and the educational use of our sanctuary
- Lead the development and documentation of agricultural best practices for Mass Audubon sanctuaries
- Establish protocols and tools for conducting citizen science initiatives that result in both valuable learning opportunities and meaningful scientific results
- Establish a grassland conservation plan for our croplands and hayfields, focusing on successful reintroduction of bobolink breeding activity at Drumlin Farm
- Serve as a model of sustainability, addressing climate change adaptation and mitigation both in what we do and how we portray those actions to visitors



Goal 3: Strengthen Visitor Experience and Engagement

Drumlin Farm has been a welcoming and engaging place for people to visit and take programs for over 60 years, in large part due to our commitment to continually improving both the sanctuary grounds and how we operate. Our current capital campaign gives us the financial footing to make major improvements in our physical property, which we intend to leverage with an equal commitment to continuing the absolute highest level of visitor experience and engagement that we can. This includes maintaining and improving our infrastructure to support public access and farm operations, providing excellent customer service, offering "something new and something for everyone," and ensuring a highly interactive and engaging educational experience.

Objectives:

- Provide opportunities for people to "take Drumlin Farm home" (through the purchase of farm products as well as lessons about sustainability and stewardship practices they can adopt on their own)
- Offer "something new and something for everyone" through interpretation, hands-on exhibits, and positive visitor interactions
- Increase community involvement through outreach and farm-focused gatherings
- Implement an admissions tracking system to better meet the needs of our visitors and enhance their experience, while maximizing our marketing impact



Goal 4: Inspire Action and Develop Future Leaders

Drumlin Farm does more than just provide education; we inspire people to act in ways that make a difference in the world. Our programs leave people in a stronger position to make choices as informed consumers and ecological citizens. We have a strong focus on developing youth leaders –as sustainable farmers, as conservation advocates, as sources of community change, or as environmental educators in their own right.

Objectives:

- Use our crops and livestock programs to engage a wider audience and advocate for local food and farms
- Continue to strengthen our internship programs as a launching point for careers in conservation and sustainable agriculture
- Become a hub for best practices in environmental education, serving as a resource for other Mass Audubon sanctuaries, the communities around us, and in larger arenas through conferences and publication



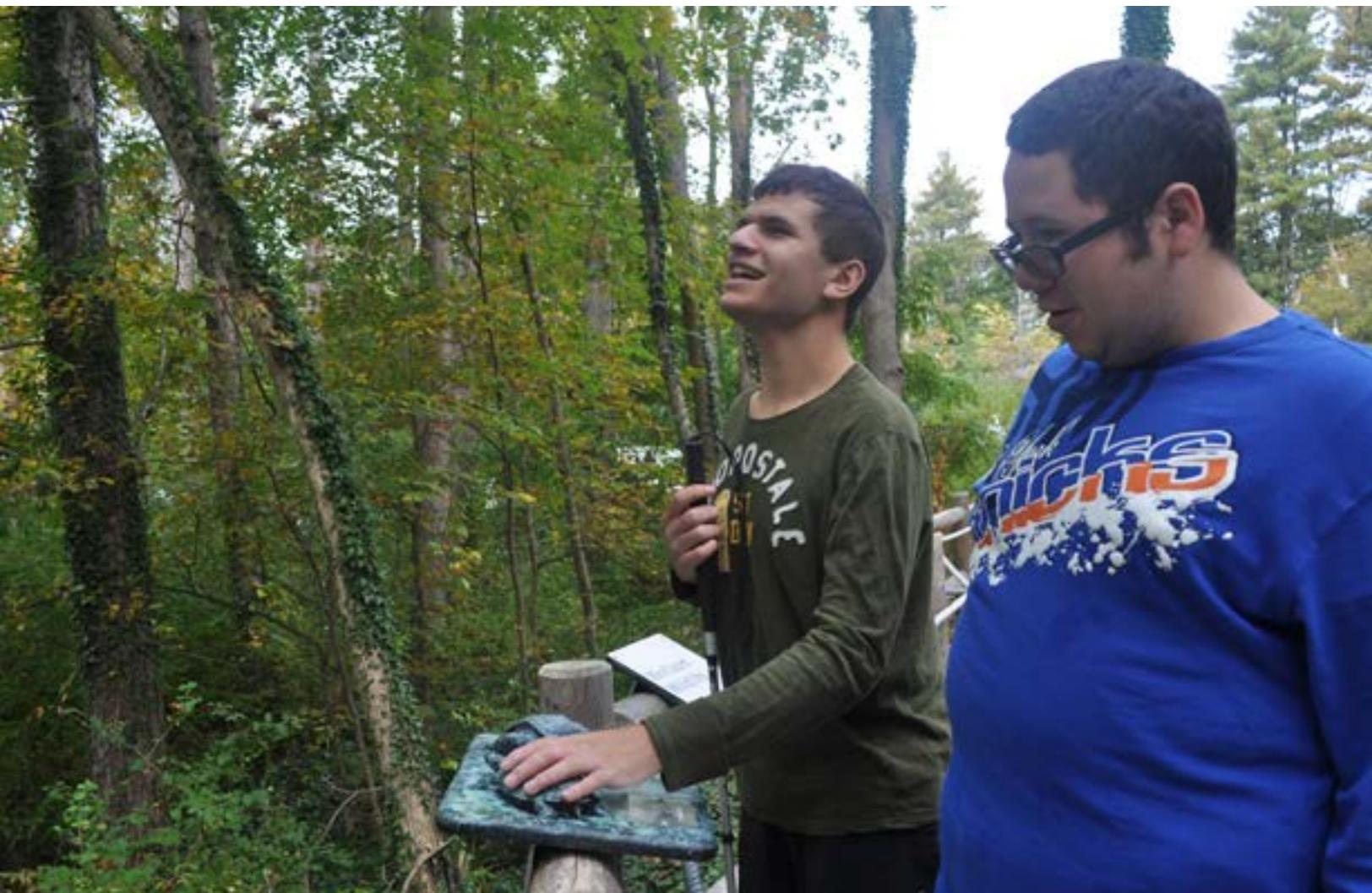
Goal 5: Increase Diversity and Inclusion

We have made great strides in the physical accessibility of Drumlin Farm, in our ability to adapt programming to a variety of needs, and in beginning to have a small amount of financial assistance available through the Drumlin Outreach and Assistance Resources (DOAR) fund. We also make a strong impact in some limited urban areas and high-needs districts, most notably through our Lowell program. Yet Drumlin Farm, in both our staff and our audiences, can still seem like a very white, suburban, upper middle class place. There are also gaps in our audience: college age students, young adults without children, and non-birder adults.

Our goal is to share our programming and sanctuary with a diverse community, allowing a wide audience to experience what Drumlin has to offer without accessibility, financial or cultural barriers. Achieving this goal will necessarily include working with the new statewide Mass Audubon Diversity task force.

Objectives:

- Continue to make Drumlin Farm more accessible to people of all abilities by removing physical and cultural barriers and by developing new adaptive curricula
- Capture and communicate the impact of our outreach programs more broadly, with a goal of increasing the ethnic and socioeconomic diversity of our program participants
- Create a supportive and diverse workplace, including improving compensation equity for our staff



Our Path

The year-long strategic planning process that resulted in this plan has been an unexpected source of inspiration, pride, and momentum for our staff as we have considered exactly what we do and why. During our initial assessment of Drumlin Farm's capabilities, we heard again and again that when we focus on what we do well, we are able to do it better than anyone. Our goal then is to deepen our expertise and offerings in our key strategic areas, knowing that their relevance to our community, our educational objectives, and our mission is strong.

Drumlin Farm's strong community of staff, volunteers, and friends is a critical component of our organizational strength and our mission effectiveness. We hope to inspire others through our own excitement and commitment to protecting the natural world. We will continue to grow and nurture our community as an important asset by engaging new visitors, capturing their interests as program and camp participants, entertaining them through special events, and rewarding them with the achievement of our shared goals of the farm/nature connection, stewardship, and the importance of sustainable agriculture.

Achieving these goals will require both capital and staff resources. The current Landscapes for Learning capital campaign includes many of these needs, although significantly more fundraising work is required. Major requirements for successfully implementing this strategic plan include:

- New **Environmental Learning Center** to replace our aging education building and form a home base for the innovation and curriculum development that enables educational programming for 140,000 visitors each year
- New **Wildlife Care Facility**, including indoor and outdoor enclosures for a complement of wildlife that fully address our programmatic needs
- **New England Wildlife Explorations** exhibit space to replace Drumlin Underground
- Design and install **additional Interpretive Elements** that support our strategic themes, including signage that educates visitors on our agricultural practices, eco-management projects, and the farm/nature connection
- Replace deteriorated **fences** throughout the farmyard and sanctuary perimeter
- Accessibility improvements to **Bird Hill** to allow access by all visitors
- Upgrade **Maintenance Building/Complex** to ensure capability of maintaining the site
- Develop a sustainable funding strategy to transition the **Special Education Coordinator position** from grant-funded status to general operating, including moving the position from part-time to full-time to support the growing demand for and high value of our work with youth with special needs
- Increase the part-time **Ecological Manager role** to a quarter-time position in order to plan for, coordinate, and execute our major strategic objectives around ecological management
- Establish a part-time **Professional Development coordinator** role
- Budget for increased staff compensation
- Continue to invest in **green technologies and practices** to reduce Drumlin Farm's carbon footprint
- Identify funding for **grassland habitat restoration**

Our Success

In order to achieve its long-term goals, Drumlin Farm will meet the following additional challenges:

- **Stay Focused:** While it takes restraint to keep from diverting our attention to new ideas that may have some initial appeal, we realize that staying focused on our strategic goals is key to being able to achieve them.
- **Continue to Raise Sufficient Funds for our Annual Operating Budget:** In order to maintain the quality of our programs and support the staff positions needed to implement our goals, we must continue to raise funds to maintain an adequate annual operating budget. Drumlin Farm must continue to pursue grant opportunities, expand existing revenue streams, and develop new ones.
- **Keep our Physical Plant up to Date:** Twenty years ago, Drumlin Farm's physical plant was in a state of serious deterioration. Much has been done to turn that picture around. Now we must commit to maintaining the property in good condition by supporting the maintenance fund annually with an appropriate level of funding.
- **Look Toward the Next Capital Campaign:** Despite all the wonderful changes of the past five years, and the major projects outlined in this plan, there are still areas of the sanctuary that are in serious need of attention. The challenge will be to lay good groundwork for the next capital campaign for the projects beyond the five year list, so that projects can be clearly delineated and project costs accurately projected to make a compelling case to prospective donors.
- **Build Our Community:** Drumlin Farm's strong community of staff, volunteers, and friends is a critical component of our organizational strength and our mission effectiveness. We need to continue to grow and nurture our community as an important asset by engaging new visitors, capturing their interests as program and camp participants, entertaining them through special events, and rewarding them with the achievement of our shared goals.
- **Nurture and Share our Passion for Nature:** We inspire others through our own excitement and commitment to protecting the natural world. Our programs, events, and interpretation should be consciously designed to communicate this passion and build our broader community of like-minded individuals and families
- **Build Our Internal Organization:** Drumlin Farm staff enjoy working together and are encouraged by the motivation and dedication they see in their peers. Recognizing that day-to-day work demands and the continual challenge of communicating effectively among a diverse audience can sometimes work against the teamwork and camaraderie that we are striving for, we will continue to make the stewardship of our own organization a priority. We commit to taking a serious look at our compensation system, for both full-time and part-time staff, so that Drumlin Farm remains a great place for our team both in the value of the work and in how our staff are recognized and rewarded.
- **Leverage Our Strong Volunteer Network:** We need a deep and reliable pool of volunteer labor to supplement the paid staff in daily operations and to execute successful larger initiatives and events. Our Sanctuary Committee and regular volunteers are core to the success of this plan, and we will strive to continue to engage, excite, and delight them with opportunities to grow with us.
- **Revisit and Refresh the Plan:** We will monitor our progress in implementing these strategic initiatives through our annual program planning, which includes revisiting the plan on a yearly basis. This will allow us to track our progress, ensure we stay focused, and adjust our goals to changing circumstances when needed.

Appendix



Implementation Timeline

Goal 1: Bring Science to the Forefront of Environmental Education

Supports Mass Audubon statewide strategic objective: "Environmental literacy in PreK-12"

Objective	FY16	FY17 & FY18	FY19 & FY20
Strengthen our internal capacity to promote environmental literacy, and identify the information and training our staff needs to feel confident as leaders in nature-based science education	Completed TN survey regarding science literacy. Researched and adopted definition of environmental literacy; developed model of research-based best practices for environmental literacy, including science literacy, across all DF education program areas; piloted BEETLES as staff-wide model for teacher training	Conduct training for all DF staff (not just educators) on what we mean by effective environmental action, and—in collaboration with statewide onboarding/ training initiative—document learnings and follow-on questions in format that can be referenced for new hires and on-going use. Pilot university partnership to increase internal capacity in data-driven program design	Collaborate with other sanctuaries to develop Mass Audubon-wide common practices in training for new and experienced teacher-naturalists; Present at least one or more national-level professional conferences on a topic related to science-based environmental education
Become a statewide leader in K-8 Professional Development for classroom science educators	Provided field-work based professional development to aid three districts in adopting the new Massachusetts science standards	Clarify vision and create a coherent business plan for this initiative, including analysis of market, audience, resource and training requirements, and financial support. Investigate feasibility of a PD Coordination position	Implement business plan and continue to expand number of districts involved. Share our knowledge through at least one professional conference
Explicitly integrate climate literacy messages across all of our programs and audiences	Participate in climate training project (Building Climate Action Communities) led by Mass Audubon and CT/RI Audubon organizations	Collect and summarize best practices and micro-local stories. Conduct preschool and TN training on climate literacy	Integrate best practices and micro-local stories into all programs/audiences. Coordinate with statewide efforts when possible, especially around evaluating the impact of our messages in reaching visitor and program audiences and in instigating change
Complete the design and construction of the Environmental Learning Center to serve as the new home for Drumlin Farm education and engagement	Select architect and construction management team; define requirements; develop design	Detailed design, costing, and construction. Building opening scheduled for June 2018	Leverage the successful completion of the ELC to build momentum for the final major project of the Landscapes for Learning campaign: the renovation of our Wildlife Care facility

Goal 2: Become an Outdoor Laboratory for Ecological Management and Monitoring

Supports Mass Audubon statewide strategic objective: "Restore and enhance habitats and protect bird species"

Objective	FY16	FY17 & FY18	FY19 & FY20
Develop a land stewardship plan that articulates how we will make decisions about the interconnections between farming, wildlife conservation, and education use of our sanctuary	Establish Ecological Working Group with semi-annual meetings to determine priority projects and volunteer work days	Develop a clear land stewardship plan and establish the infrastructure for its implementation (decision making process, communication methods, and data documentation)	Implement the plan as a living document, updated and refined over time. Establish the Ecological Manager as a funded part-time position to lead all Drumlin Farm ecological activities
Lead the development and documentation of agricultural best practices for Mass Audubon sanctuaries	-	Present Drumlin Farm's grassland bird habitat restoration project at the Staff Natural History Conference and identify participants interested in an agricultural working group.	Lead an Agricultural Working Group to define and document best practices for Mass Audubon sanctuaries that are engaged in agriculture (crops, haying, livestock)
Establish protocols and tools for conducting citizen science initiatives that result in both valuable learning opportunities and meaningful scientific results	Complete grant-funded project on digital data capture for our ecological monitoring project	Participate in the Mass Audubon Conservation Science project to assess statewide citizen science activities and needs. Serve as a lead site for at least one statewide citizen science effort	Communicate the results of our work within Mass Audubon, to our visitors, and beyond
Establish a grassland conservation plan for our croplands and hayfields, focusing on successful reintroduction of bobolink breeding activity at Drumlin Farm	Develop a grassland habitat plan in conjunction with the Mass Audubon Conservation Science department. Implement a mowing schedule for hayfields and begin monitoring of bobolink breeding activity	Implement the first phase of the plan by securing funding for grassland restoration through removal of invasive species and aeration/fertilization/reseeding of hayfields. Monitor bobolink breeding activity and adjust mowing schedules when required	Secure funding for larger-scale improvements where possible (relocation of Boyce Field roads and conversion of crop fields to grassland). Continue bird monitoring and adjust plan when required
Serve as a model of sustainability, addressing climate change adaptation and mitigation both in what we do and how we portray those actions to visitors	Pilot "Green Team" composting and recycling program for special events	Incorporate sustainability/climate change information into more of our visitor/program communications, including e-newsletter and CSA	Develop interpretation (signage and potentially digital display) of Drumlin Farm's climate change data as part of the visitor welcome area of the new Environmental Learning Center

Goal 3: Strengthen Visitor Experience and Engagement

Supports Mass Audubon statewide strategic objective: "Strengthen engagement and educational opportunities"

Objective	FY16	FY17 & FY18	FY19 & FY20
Provide opportunities for people to "take Drumlin Farm home" (through the purchase of farm products as well as lessons about sustainability and stewardship practices they can adopt on their own)	Add egg and meat sales to winter CSA, including staff sale days	Refresh the signage and displays at the Welcome Area (admissions window and farm stand) to reflect our current style and to focus on sustainability messaging and program marketing opportunities	Investigate opportunities for new value-added farm products
Offer "something new and something for everyone" through interpretation, hands-on exhibits, and positive visitor interactions	Complete construction of the New England Wildlife Explorations exhibit	Update the DF visitor map. Develop a plan for conducting on-going exhibit maintenance (including funding sources). Conduct visitor survey	Implement top-priority ideas from visitor survey
Increase community involvement through farm-focused gatherings and outreach	Design and implemented updated program brochure and monthly calendar	Launch at least one new community-focused event (e.g., summer music series). Pilot "greeter" role for special events (with help from DF Sanctuary Committee)	New initiatives pending evaluation of year 1 & 2 results
Implement an admissions tracking system to better meet the needs of our visitors and enhance their experience, while maximizing our marketing impact	Performed an informal study of where our visitors are coming from, based on zip codes on membership sales	Participate in statewide team to evaluate requirements and options	Serve as a pilot site for implementation

Goal 4: Inspire Action and Develop Future Leaders

Supports Mass Audubon statewide strategic objective: "Build conservation leaders"

Objective	FY16	FY17 & FY18	FY19 & FY20
Use our crops and livestock programs to engage a wider audience and advocate for local food and farms	Piloted farm-to-school initiative with Somerville schools	Establish sustainable farm-to-school initiative with Somerville school district; expand to include professional development as well as direct programming and cafeteria sales	Communicate this work and its impact through our marketing and messaging
Continue to strengthen our internship programs as a launching point for careers in conservation and sustainable agriculture	Piloting year-round "camp days" to keep campers and CIT's engaged throughout the year. Programs will be piloted in spring 2017	Develop an alumni network of CITs to extend and deepen their engagement beyond the camp season	Build an alumni network of camp staff, beginning farmers, WLC interns, etc. to track their professional progress and build a network with the potential for an alumni weekend networking conference
In collaboration with Mass Audubon educators statewide, become a hub for best practices in environmental education, serving as a resource for other Mass Audubon sanctuaries, the communities around us, and in larger arenas through conferences and publication	Share our work in a variety of local and state conferences around farm and nature education	In collaboration with the statewide Director of Education, develop a focused plan for publication and conference opportunities	Implement the plan, with an eye toward developing a national presence

Goal 5: Increase Diversity and Inclusion

Supports Mass Audubon statewide strategic objectives: "Increase reach" and "Advance universal accessibility and expand and enhance urban outreach"

Objective	FY16	FY17 & FY18	FY19 & FY20
Continue to make Drumlin Farm more accessible to people of all abilities by removing physical and cultural barriers and by developing new adaptive curriculum	Continue to expand the LEAF vocational internship program to allow opportunities for a greater number of students and a wider range of abilities	Incorporate the Special Education Coordinator position into the DF operating budget	Assess the feasibility of moving the Special Education Coordinator position to a full-time, benefits-eligible position
Capture and communicate the impact of our outreach programs more broadly, with a goal of increasing the ethnic and socioeconomic diversity of our program participants	Develop press communications around our work in Lowell and Somerville	Investigate the possibility of bringing the Farm-to-School program or teen afterschool program to Waltham or Somerville	Identify and pilot specific initiatives to bring more diverse socioeconomic visitor audiences to Drumlin Farm (via free/lower-cost days, shuttle bus from train station, other ideas TBD)
Create a supportive and diverse workplace, including improving compensation equity for our staff	Implement new Fair Labor Standards Act overtime pay requirements for all staff	Review our internal hiring process to identify avenues for increasing the diversity of the applicant pool for open positions. Participate in the work of the statewide Diversity & Inclusion working group	Identify and pilot specific initiatives to bring more diverse socioeconomic audiences to Drumlin Farm (via free/lower-cost days, shuttle bus from train station, other ideas TBD)

Mass Audubon protects 36,500 acres of land throughout Massachusetts, saving birds and other wildlife, and making nature accessible to all. As Massachusetts' largest nature conservation nonprofit, we welcome more than a half million visitors a year to our wildlife sanctuaries and nature centers. Today, Mass Audubon is a nationally recognized environmental education leader, offering thousands of camp, school, and adult programs. With more than 125,000 members and supporters, we advocate on Beacon Hill and beyond, and conduct conservation research to preserve the natural heritage of our beautiful state. We welcome you to explore a nearby sanctuary, find inspiration, and get involved. Learn how at massaudubon.org.

