2021-23 Strategic Plan

Planting Kids in Nature Since 1970
# Table of Contents

**Mission, Vision and Core Values**  
Mission 2  
Vision 2  
Core Values 2

## 2021-23 Strategic Priorities  
Strategy #1: Equity, Inclusion and Diversity 3  
Strategy #2: Fundraising and Communications 4  
Strategy #3: Program Innovation and Equity 5  
Strategy #4: Facilities 6

**Additional Elements**  
Who We Are 7  
What We Do 7  
Land Acknowledgement 7  
Approach to Learning 7
Mission, Vision and Core Values

Mission
We connect children and people of all ages to the outdoors and partner with community groups, families and educators to provide transformative learning experiences on our organic farm and national park land along the California coast.

Vision

We envision a world in which:
Everyone feels a sense of belonging and wonder in the outdoors. Life-changing experiences in nature are an important part of every child’s education. All people understand and value the connections between their own health, food and the environment. All people are inspired and empowered to actively protect the environment and live in ways that sustain it.

Core Values

We believe that:

- **Nature Immersion**: Spending time and learning in the outdoors supports mental and physical well-being and fosters respect, love and understanding of nature.

- **Inclusion**: An equitable, just approach to inclusion must address the systemic barriers that exist in our society. People of all races, backgrounds and abilities have a right to access nature, feel welcome and safe outdoors, and be able to learn in programs that are relevant to their cultures and their lives.

- **Community**: Gathering together outdoors creates meaningful connections among people, facilitates mutual respect and understanding, enhances learning, and promotes a shared joy in nature. Building community through nature with inclusion promotes equity and justice.

- **Stewardship**: Protecting and giving back to the land is our collective responsibility, recognizes indigenous culture and knowledge, and promotes healthy ecosystems in which people, animals and nature thrive together.

- **Sustainability**: Sustainable farming and organizational practices honor our interconnection with nature, promote the health of our food systems and environment, and mitigate climate change.
2021-23 Strategic Priorities

These four strategic priorities are each led by a committee with co-chairs. Communication among the four committees will be important as these strategies are interrelated and will be most successful when synergies are activated among them. Strategy #2, Fundraising and Communications, is particularly dependent on the other 3 strategies.

Strategy #1: Equity, Inclusion and Diversity

Goal: Integrate equity and inclusion into all aspects of Slide Ranch and provide a supportive environment for diverse staff, board and participants at Slide Ranch

Objectives:

- Convene a diverse committee, with co-chairs, to oversee and execute the strategy. (Fall 2020)
- Determine and finalize implementation plan to include in 2021-23 Strategic Plan. (Fall 2020)
- Provide equity and racial justice training for all staff and board, including language and communications. (Winter/Spring 2021)
- Adapt recruitment and hiring practices for board, staff and volunteers to engage a diversity of candidates that reflect the demographics of the San Francisco Bay Area region. (Spring/Summer 2021)
- Implement innovative approaches with transportation to get a higher percentage of low-income children of color to Slide Ranch (ongoing)
- Implement partnerships with school districts, communities and organizations that strengthen commitment to equity, inclusion and diversity at Slide Ranch [e.g. Home Away, other existing partnerships, possible new initiative with Marin City, etc.] (ongoing)
- Adapt programs and delivery to ensure cultural relevance for a diversity of participants. (ongoing)
Strategy #2: Fundraising and Communications

Goal: Launch a new fundraising and communications strategy, aligned with strategic priorities and initiatives, that strengthens the financial sustainability of Slide Ranch

- Convene a diverse committee, with co-chairs, to oversee and execute the strategy. (Fall 2020)
- Determine and finalize implementation plan to include in 2021-23 Strategic Plan. (Fall 2020)
- Align website and all communications with new mission, vision, core values and strategic priorities. (Fall 2020)
- Determine primary funding needs for 2021-23 including budgets for the strategic priorities, including staffing and/or board support to execute fundraising and communications strategy. (Winter/Spring 2021)
- Develop core messaging for fundraising [e.g. referencing Mission, Vision, Values and Strategic Priorities] (Spring/Summer 2021)
- Pilot a fundraising campaign tied to one initiative. (Summer/Fall 2021)
- Explore and determine alternative sources of revenue [e.g.: corporate retreats]. (2022)
- Cultivate partnerships to broaden the pool of donors and financial support, coordinated with other strategies. (ongoing)
Strategy #3: Program Innovation and Equity

**Goal:** Assess the costs and benefits of current programs and determine adaptations guided by innovation and equity.

**Objectives:**
- Convene a diverse committee, with co-chairs, to explore and evaluate the Teacher-in-Residence program. (Fall 2020)
- Determine and finalize implementation plan to include in 2021-23 Strategic Plan. (Fall 2020)
- Solicit guidance and input from Fundraising and Communications committee to determine program revenue needs. (Winter/Spring 2021)
- Make recommendations to board and staff for Teacher-in-Residence program revisions. (Spring/Summer 2021)
- Implement changes to Teacher-in-Residence program (Fall 2021)
- Repurpose committee to explore ideas for program innovation and equity [e.g. summer camp session(s) dedicated to low income groups; sleep away camp; adult programming; professional development workshops for educators; online curriculum; off-site programming; after school programming; weekend programming series for kids or families; operating or hosting a school; hosting researchers/ artists; teen fellowship program; fire preparedness program]. (Fall 2021)
- Make recommendations to board and staff for program revisions. (Fall 2022)
- Implement program revisions. (2023)
Strategy #4: Facilities

Goal: Develop a funding plan and schedule for needed improvements to support residential and programmatic needs.

Objectives:

- Convene a diverse committee, with co-chairs, to oversee and execute the strategy. (Fall 2020)
- Determine and finalize implementation plan to include in 2021-23 Strategic Plan. (Fall 2020)
- Determine process and a team to conduct assessment of existing facilities, including environmental impact. (Winter 2021)
- Solicit guidance and input from the Program Innovation and Equity committee to incorporate program needs into facility assessment. (Winter/Spring 2021)
- Coordinate with the Budget and Communications committee to ensure facility funding is a priority [e.g. establishment of a building fund]. (Winter/Spring 2021)
- Conduct assessment of existing facilities, including environmental impact. (Spring/Summer 2021)
- Develop a plan for small-scale, more immediate improvements needed for residents and programs. (Fall 2021/Winter 2022)
- Review and revise facility master plan, including legal guidance on agreement with GGNRA. (Winter/Spring/Summer 2022)
- Implement renovations and improvements, including sustainability and long-term cost savings features (Spring 2022- )
- Engage community and external stakeholders in improving facilities. (ongoing)
Additional Elements

Who We Are
We are a non-profit park partner of the GGNRA, as well as a community of educators, farmers, and families that provides farm-based environmental education focused on sustainable agriculture and environmental stewardship.

What We Do
Through farming, cooking, caring for animals and exploring wilderness and the coast, we teach people of all ages to see the connection between their own health, a healthy food system and a healthy environment.

Land Acknowledgement
We acknowledge that Slide Ranch is located on the unceded land of the Coast Miwok people. We honor their cultural tradition of living in close connection and balance with the natural world.

Approach to Learning
We engage people of all ages in nature exploration and hands-on learning experiences to help them cultivate healthy bodies and minds and become environmental stewards.