



HIDDEN  VILLA

20/20 Vision

**STRATEGIC PLAN**

2017-2020

**Inspiring a just and sustainable future  
through our programs, land, and legacy**



# Dear Friends and Supporters

**H**idden Villa's friends, visitors, and campers continue to be foremost in our thoughts as we plan for our future. Each new strategic plan inspires us to share the knowledge and wonder of Hidden Villa with those in our community and beyond, including many who could not afford to visit without "scholarships." Generous support from our community contributes about half of our annual operating revenue. Hidden Villa earns the other half from program fees and other sources of income. During the past year, our staff studied best business

practices before embarking on this strategic planning cycle, so that we may better satisfy the desires and needs of the communities we serve. Kudos to our staff for their extra effort!

In this new strategic plan, we remain true to the values and ideals modeled by our founders, Frank and Josephine Duveneck, striving to fulfill Hidden Villa's mission "to inspire a just and sustainable future through our programs, land and legacy." For nearly a century, Hidden Villa has been part of our

local community; we are committed to seeing it thrive for another hundred years. This strategic plan calls for us to support teachers in exploration of hands-on science, develop strategies to increase awareness of Hidden Villa, enhance our intern program, invest in our new Visitors Services program, better protect our watershed, and develop property management tools.

As trustees, we're inspired by the extraordinary generosity of the Duvenecks' gift of Hidden Villa to the community and by their commitment to inclusion, fairness and justice. We see Hidden Villa as a sanctuary and a quiet retreat, where our families can disconnect from daily demands and revel in our relationships with each other and with nature's tranquility.

We're motivated by the idea that Hidden Villa can model a vision for a better world and that, through our programs, we can educate and inspire our communities, too. Hidden Villa is a place without pretense, where job titles, race, gender, religion, and background simply don't matter.

In this new strategic plan, we outline how we intend, with the support of our community, to continue preserving Hidden Villa's programs, land, and legacy for many future generations to come.



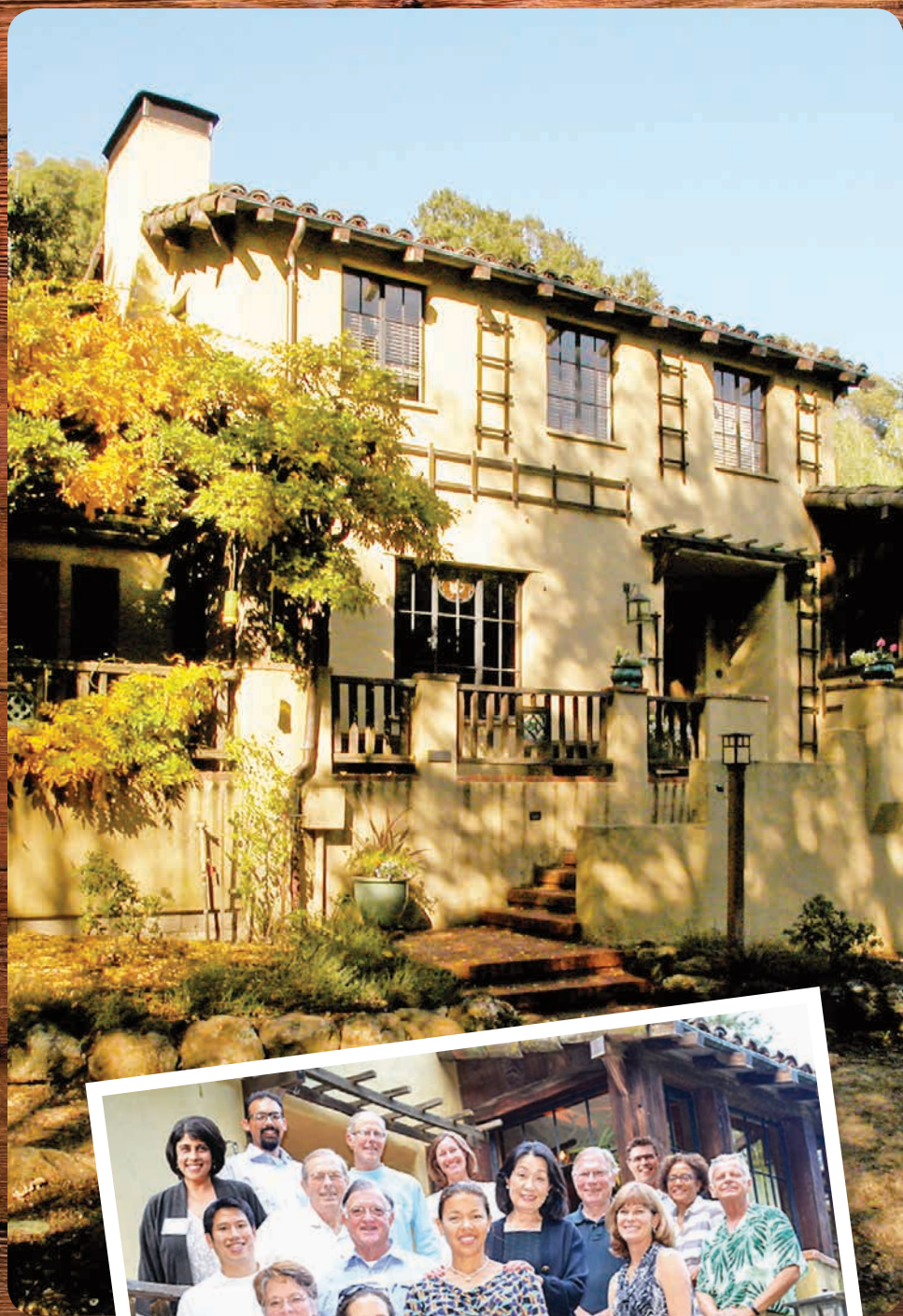
**SALLY FALKENHAGEN**

*Chair, Board of Trustees 2014-16*

**KEN EBBITT**

*Chair, Board of Trustees 2016-18*









## Hidden Villa

**H**idden Villa is a nonprofit educational organization that uses its organic farm, wilderness, and community to teach and provide opportunities to learn about the environment and social justice. Hidden Villa stretches over 1600 acres of open space in the foothills of the Santa Cruz Mountains, about 40 miles south of San Francisco.

*Our mission is to inspire a just and sustainable future through our programs, land and legacy.*

Hidden Villa was founded by Frank and Josephine Duveneck, who purchased the land in 1924 and offered it as a gathering place for discussion, reflection, and incubation of social reform. Over the following decades, the Duveneck family established the first American Youth Hostel on the Pacific Coast (1937), the first deliberately/consciously multiracial summer camp in the United States (1945), and Hidden Villa's Environmental Education Program (1970). The Trust for Hidden Villa was established as a nonprofit in 1960.





## Whom We Serve

Participants in Hidden Villa's on-site activities live primarily in Santa Clara and San Mateo Counties, although we do also attract participants and visitors from all around and outside the San Francisco Bay Area.

## Guiding Principles

1. We deliver a wide variety of relevant educational experiences that teach people respect for the environment and for each other.
2. We encourage program participation from diverse communities.
3. We engage diverse elements of the community to participate in the design, implementation, delivery, and evaluation of our programs and services.
4. We build alliances with other organizations in the community to optimize resources and deepen our impact.
5. We care for and sustain the natural, human, and financial resources entrusted to us, as well as the living legacy inspired by the Duveneck family.



At Hidden Villa, our mission is to inspire a just and sustainable future through our programs, land, and legacy. The following are strategic approaches categorized under the pertinent mission elements they further.

# Programs

## I. Diversity

To fulfill our mission, we provide programs that are accessible to people of all backgrounds and all generations and which celebrate the diversity of humankind. We seek diversity of viewpoint, thought, and background in our programs. Therefore, we aim to:

- A. Evaluate transportation challenges to improve and maintain accessibility to Hidden Villa for everyone (including cross-organizational cooperation with appropriate community partners, corporations, and school districts).
- B. Update our marketing strategy (including website information and new brochures), with a focus on developmental assets, for our Youth Development Program.
- C. Facilitate transgender inclusivity by expanding and improving current facilities, such as the pool bathroom and changing rooms.
- D. Evaluate the potential for skill-building programs that teach diversity and environmental stewardship in programs designed to help high school students increase their college competitiveness.
- E. Research, design, and implement new interpretive materials, including multilingual resources available at the Welcome Kiosk.
- F. Expand weekend program offerings to reach more people by including pre-registered and “pop-up” activities.
- G. Expand the breadth of after school program offerings to include age-appropriate experiences for Preschool through 12th grade students.
- H. Expand volunteer roles to include weekend “Ambassadors” who will welcome, orient, and engage guests during peak visiting hours.
- I. Institute a Visitor Services department that will create opportunities for all guests to be welcomed and engaged.



## II. Sustainability

To honor our relationship with the natural world, encourage appreciation of all living things, and motivate people to take action in their lives and their communities, we aim to:

- A. Develop programs about the utilization of native plants, including garden design.
- B. Align programs to Next Generation Science Standards (NGSS) standards and Common Core skills development.
- C. Offer teacher trainings and/or public workshops.
- D. Develop programs to promote the benefits of tree planting (e.g., shade and drought mitigation).
- E. Diversify, expand, and enhance the Hidden Villa Environmental Education Program (HVEEP) by
  - 1. Developing programming for preschoolers and “Explorers.”
  - 2. Exploring the potential for intentionally unstructured programming, such as for “Nature Play Farm Tours.”
- F. Improve the quality of food offered during Summer Camp, develop a set menu based on the Harvard Healthy Eating Plate model, and provide “organic when available” foods.
- G. Evaluate the possibility of adding turkeys to our Animal Husbandry program.
- H. Research and develop seasonal and holiday flower sales.



# Land

We at Hidden Villa will continue to act as responsible stewards of our land and resources by developing a restoration plan for Adobe Creek watershed, planting drought resistant native plants grown on site, and researching solar power options to reduce our energy dependence.

To fulfill our mission by preserving our unique resource of 1600 acres of farm and wilderness and model sustainability, we aim to:

## **I. Conserve existing resources by**

- A. Planting more drought-resistant native plants on site and by utilizing our own propagated stock.
- B. Increasing and improving water tank storage and pump delivery to optimize our water use.
- C. Researching solar power generation options and locations.
- D. Adding vertical forage (trees) in the Tin Barn pasture to increase feed supply and summer shade, thus improving water (and nutrient) retention.
- E. Installing artificial turf in the pool area to reduce water use and decrease water reliance of lawns in general.







## II. Maintain our property by

- A. Mitigating erosion by developing a “Watershed Management and Restoration Plan” for Adobe Creek.
- B. Researching alternative road surfacing options to minimize erosion and ongoing maintenance.
- C. Redesigning and reconfiguring the existing parking lot to increase safety and maximize capacity.
- D. Developing a property management tool to improve monitoring of building and property upkeep requirements.
- E. Evaluating housing on the property and making recommendations for improvements.
- F. Repairing and renovating the deer fence around the lower fields.







# Legacy

Frank and Josephine Duveneck championed justice by aiding Japanese Americans interned during WWII, by starting the country's first multiracial residential summer camp in 1945, by hosting Cesar Chavez and Dolores Huerta as they planned the first grape boycott, and by inviting many others to gather at Hidden Villa when they needed respite. Hidden Villa is as committed as ever to these ideals and will develop a visionary definition of "social justice" that upholds the values of our founders. Additionally, we plan to capture and preserve the history of Hidden Villa through a multi-media story collection.

We honor our 65-year legacy of Hidden Villa's founders, the Duveneck family, by continuing to promote social justice and environmental stewardship, maintaining the organizational and fiscal health of our nonprofit organization, and preserving the Duveneck legacy for future generations.

## **I. Social Justice**

To develop our social justice mission, we aim to:

- A. Adopt a visionary definition of social justice for Hidden Villa.
- B. Develop a flexible, adaptable framework of questions that can be used to assess all aspects of Hidden Villa in order to determine whether the social justice mission is being met; this framework can be customized by staff to apply to their programs.
- C. Apply the social justice framework of questions to the seven Social Justice Goals, adopted by the board in 2005, to determine whether those goals need any amendment.
- D. Amend the current governance policies of the organization to reflect the results of this work and the new understanding of social justice.



## II. Diversity

We seek diversity of viewpoint, thought, and background in our staff, board, and volunteers. Therefore, we aim to:

- A. Cultivate a diverse board by assessing board and organizational priorities annually.
- B. Cultivate a diverse staff by developing strategies to increase diversity of staff, especially those in positions of leadership.

## III. Duveneck Story and Legacy

To preserve the Duveneck story and legacy, we will:

- A. Acknowledge current donors and friends.
- B. Capture and preserve, through a variety of media, the history and impact of Hidden Villa -- for example, by recording individual stories.
- C. Create and host alumni events (for past volunteers and employees of Hidden Villa).
- D. Design opportunities to reconnect with key supporters and advocates.

## IV. Organizational Health

In order to sustain our organizational health, we will:

- A. Evaluate branding and marketing strategies to better support public knowledge and investment in Hidden Villa's farm products, programs, and services.
- B. Cultivate a productive board by
  - 1. Comparing priorities to current board resources and recruit complementary candidates, using the Trustee Engagement Plan.
  - 2. Providing comprehensive orientation to new members.
  - 3. Periodically evaluating individual and collective board effectiveness.
- C. Cultivate a productive staff by
  - 1. Developing new employee orientation and training processes.
  - 2. Evaluating staff compensation and benefits, possibly including salary tiers.
  - 3. Updating personnel policy and design processes for ongoing online version.
  - 4. Developing goals for intern mentorship, professional development, and "success" criteria.
  - 5. Identifying external partners for intern education.
  - 6. Developing function and role and add additional intern position in Visitor Services.
- D. Evaluate and update safety and emergency protocols and procedures.









## V. Fiscal Sustainability

To maintain the fiscal health of our organization so that we may continue our mission, we aim to:

### A. Cultivate and connect with our donors by

1. Increasing our base of prospective donors by intentionally capturing information about casual (non-program) visitors.
2. Integrating participant, visitor and donor communication to amplify message.
3. Continuing to build meaningful pathways for donors to connect with Hidden Villa.
4. Further developing the Planned Giving program.

### B. Strengthen our programs by

1. Integrating Hidden Villa's story, program impact, participant outcomes, and community value into a comprehensive "case for support."
2. Developing better understanding of "true cost accounting" to better identify which programs are profitable.
3. Redesigning the season pass and other benefit packages for more effective donor cultivation.
4. Exploring the possibility of increasing the capacity of the Ropes Course, thereby allowing for larger group size and greater potential earned income.

### C. Secure our Legacy by

1. Forging stronger partnerships with local companies.
2. Developing a long-term capital plan.





# Find Your Place At Hidden Villa!

## Explore The Farm & Wilderness

There is so much to do and see at Hidden Villa! Where to begin? If you're looking for suggestions, check out our Things To Do page.

## Participate In A Program

Join our hands-on classes that connect you to your food, watershed and local ecosystems. Check out our Calendar of Events to see what's happening and learn more about Field Trips for PreK-6th Grade and Teen groups, After School Programs, and Summer Camps. You can also taste the fruits of our Sustainable Agriculture Program as a Community Supported Agriculture Member or by visiting us at the Los Altos Farmers Market from May through September.

## Invest Your Resources

When you make a gift to Hidden Villa, you inspire a just and sustainable future. You make our programs and scholarship opportunities possible.

## Volunteer

Share your time and talents as a Hidden Villa docent. Support our farming and administrative operations. Group volunteering is also welcome and accomplishes team building and philanthropy at the same time! Visit our volunteer page for more information.

## Become A Season Pass Holder

By investing in a Season Pass, you support our land stewardship and reinforce the value of this place for you and your community. A Season Pass permits one car to skip the \$10 parking fee and pass holders are invited to special activities each year! Season Passes also make a great gift for hikers, joggers, and families with children.

## Join Our Online Community!

Learn about upcoming events and discover opportunities and share what inspires you. Sign up for eMoos, our monthly e-newsletter, like us on Facebook and follow on us on Twitter.



Explore. Participate. Invest. Inspire.



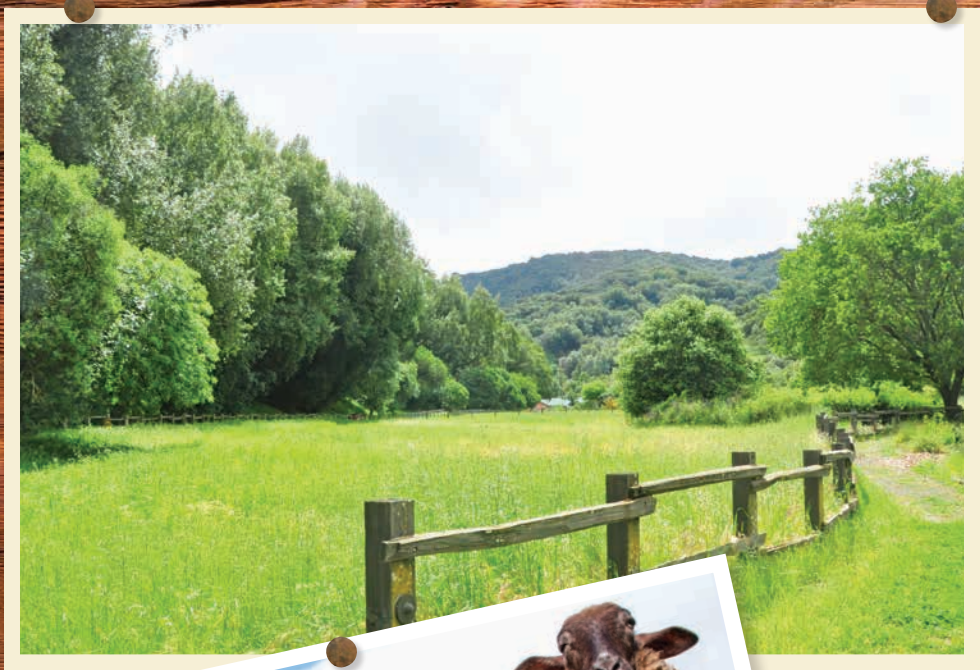
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# HIDDEN VILLA

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