Hidden Villa
Strategic Plan
2021 - 2024
We acknowledge that Hidden Villa exists on unceded ancestral homelands of native Ohlone people from one or more tribes or tribal bands. We recognize that we benefit from living and working in their traditional homeland.
OUR VISION

A sustainable, healthy, and just future for all.

OUR MISSION

To foster educational experiences that build connections and inspire a deeper appreciation and respect for nature, food, and one another.

OUR VALUES

Access

We focus on providing access for marginalized groups.

Community

We connect and respect people, places, and ideas.

Exploration

We support discovery, engage curiosity, and encourage personal growth.

Stewardship

We protect our wilderness and practice responsible agriculture.
Dear Friends,

Now is the time to boldly and thoughtfully strengthen and focus Hidden Villa to more effectively leverage our resources in support of our community and mission.

We have a proud legacy of responding to changes in community needs, that goes back to the days of Frank and Josephine Duveneck.

This Strategic Plan is our map; an integrated set of high level strategies that will help us actualize our vision.

It gives us permission to reimagine our program offerings towards our core societal issues of "Social, Food, and Environmental Justice". The Hidden Villa we know and love is vibrant and will continue.

This plan is a call to embrace the Duveneck family legacy and to strive towards a thoughtful and intentional building upon our legacy, property, programs, and community.

We invite you to join us in creating “A sustainable, healthy and just world for all”.

Very warmly,

Peter Hartzell, Board Chair
Chris Overington, Executive Director
4 Key Areas in our Strategic Plan

1. **FOUNDATION**
   - Align programs & property with the **Theory of Change**
   - Reflect our values throughout the organization

2. **PROGRAMS**
   - Serve targeted **underrepresented populations**
   - Diversify program delivery
   - Focus on 4 impact areas (Mitigation of Climate Change; Healthy Local Food Systems; Place-Based Outdoor Education for All; An Antiracist and Just Society)

3. **LIVING LABORATORY**
   - Facility & farm management demonstrate our values
   - Interpretive materials to support the visitor experience

4. **ORGANIZATIONAL SUPPORT**
   - Explore **new opportunities for income**
   - Re-evaluate use of board-restricted funds
   - Strengthen IT systems
Foundation

Diverse perspectives positively impact problem-solving and decision-making. We are cultivating this culture through:

- Robust system-wide planning to ensure assets, actions, and practices support mission fulfillment.
- Anti-racist training for Hidden Villa leadership.
- A Justice, Equity, Diversity, and Inclusion (JEDI) Council.
- Human Resources management supporting a culture of development and feedback.
 Programs

We equip participants with the skills and experiences needed to find solutions to society's biggest challenges. We support this by:

- Broadening impact through partnership and collaboration.
- Increasing and providing more in-depth experiences for middle and high school students.
- Creating pathways for youth to enter careers that work towards justice.
- Aligning evaluation to support Pre-K through Adult program outcomes.
Living Laboratory

Hidden Villa provides *place-based education* that *offers context for understanding complex systems* in the world. To update our classroom, we are:

- Realigning our agricultural methods to *ensure climate mitigation and sustainable practices*.
- Reimagining on-site interpretive materials.
Organizational Support

This exciting vision for our world and direction for Hidden Villa will require collaboration with organizations, a phased approach for change, technology infrastructure, and increased financial resources.

With your help, Hidden Villa can make an even greater impact in building a healthy, sustainable, and just future for all.
Our Theory of Change outlines how providing access to nature, and scaffolded learning experiences in an inclusive environment equips a community with the skills needed to drive change towards social, food, and environmental justice.

We use our Theory of Change model as our north star in decision-making throughout the organization.
Organizational Theory of Change

Vision: A sustainable, healthy and just future for all.

Core Issue
- Social, Food and Environmental Justice

Approaches
- Scaffolding Experiential Learning
- Addressing Inequitable Access to Nature, Food & Learning Opportunities
- Practicing Sustainable and Anti-Racist Values
- Building and Connecting Inclusive Communities

Audience
- TARGET
  - 18+ likely to become teachers and/or farmers
- Local Youth 13 - 18
- Local Youth 8-12
- FOUNDATIONAL
  - Kids 0-7 & their teachers & guardians

Measurable Outcomes
- Increase # of young adults entering fields related to impact areas
- Increase # of youth-led community action and research projects that address impact areas
- Increase # of youth-led conversations about impact areas with peers, friends & family
- Increase # of experiences in nature & connections to food

Long Term Goal
- Local youth actively engaged to create equitable solutions to Social, Food, and Environmental Justice

Impact
- Mitigation of Climate Change
- Healthy Local Food Systems
- Place-Based Outdoor Education for All
- An Antiracist and Just Society
We would like to acknowledge our founders and the incredible support from the community. Without so many people going above and beyond, we could not be where we are today. We'd like to extend our gratitude to the following:

Staff & Board Members
Volunteers
Schonfield Consulting

Donors who invested in our Strategic Vision:
Noble and Lorraine Hancock Family Fund
Sand Hill Foundation
The Sergey Brin Family Foundation

Thank you.
Get Involved

Join us as we deepen our impact on climate mitigation, healthy local food systems, place-based outdoor education, and building an anti-racist and just society.

We invite your expertise and support in making concrete progress towards this vision.

Contact us:
Development@HiddenVilla.org

Come Along with us:
hiddenvilla.org/strategicplan!