



# 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

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We focus on providing access for marginalized groups.



### Community

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We connect and respect people, places, and ideas.



### Exploration

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



### Stewardship

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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.**

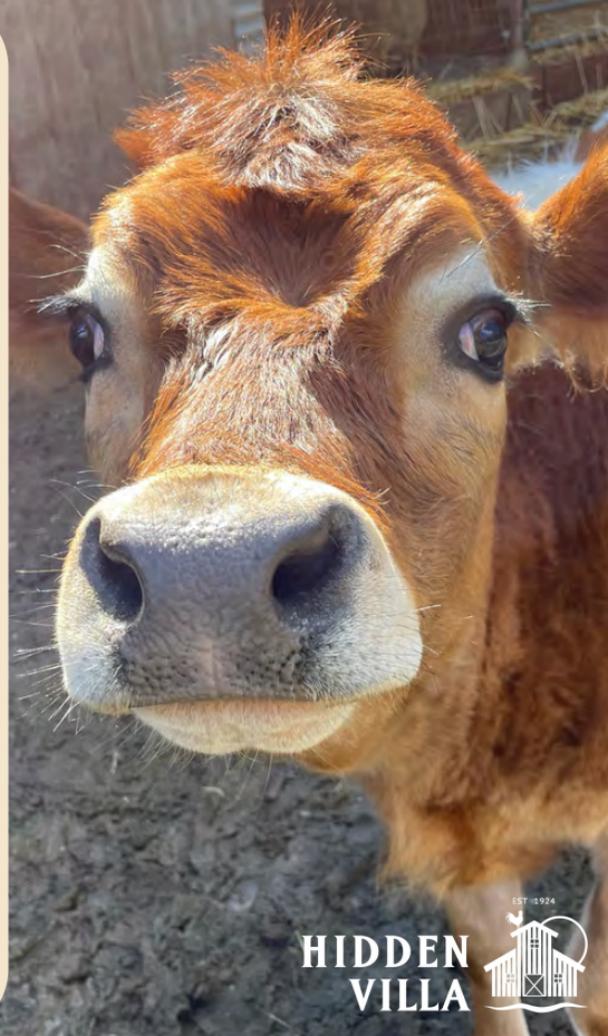


# Programs

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.



# Theory of Change

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**

**Approaches**

**Audience**

**Measurable Outcomes**

**Long Term Goal**

**Impact**

Social, Food and Environmental Justice

Scaffolded Experiential Learning

Addressing Inequitable Access to Nature, Food & Learning Opportunities

Practicing Sustainable and Anti-Racist Values

Building and Connecting Inclusive Communities

**TARGET**

18+ likely to become teachers and/or farmers

Local Youth 13 - 18

Local Youth 8-12

**FOUNDATIONAL**

Kids 0 - 7 & their teachers & guardians

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

Local youth actively engaged to create equitable solutions to Social, Food, and Environmental Justice

Mitigation of Climate Change

Healthy Local Food Systems

Place-Based Outdoor Education for All

An Antiracist and Just Society

**HIDDEN VILLA**



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](mailto:Development@HiddenVilla.org)

Come Along with us:

[hiddenvilla.org/strategicplan/](https://hiddenvilla.org/strategicplan/)

