Bay Area Wilderness Training’s mission is to create equitable access to outdoor experiences for youth of color and low-income youth.
Welcome & Executive Summary

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FACULTY
In 1999 Bay Area Wilderness Training (BAWT) supported its first camping trip with 18 young people from San Francisco. Since then we’ve helped over 60,000 youth get outdoors!

With this strategic plan our future has never looked brighter. Going forward we will continue living our three core values: environmental stewardship, community empowerment, and social justice. We’ll work tirelessly to increase diversity in the outdoors through our longstanding commitment to equity and our deep community partnerships. And, of course, we’re going to continue to provide low-cost outdoor training and free/low-cost equipment loans.

A big thank you to our community of dedicated teachers, youth workers, volunteers, and financial supporters. We look forward to working with you to increase our effectiveness and impact as we implement the goals set out in this Strategic Plan.

See you on the trail,

Scott Wolland
Executive Director

Sharon Gillars
Board Chair
To guide the next stage of Bay Area Wilderness Training’s development, the organization conducted a major strategic planning process from late 2016 to mid-2017. Input was gathered from a broad range of parties, including staff, board members, key stakeholders, and consultants. This document is a major product of that planning process.

This three-year strategic plan is based on two key themes:

**BUILD CAPACITY:**
Focus on strengthening BAWT’s operational, development, and programmatic processes and capacity.

**GROW WISELY:**
Fulfill our existing plans for operational growth while limiting expansion into new programmatic areas. In other words, during the next three years, BAWT will focus on building its organizational capacity – which will enable sustainable growth and increase long-term impact.

In addition to these two critical themes, the plan clarifies BAWT’s mission, vision, and values, highlighting the commitment to diversity, equity, and inclusion, as well as providing a new Theory of Change. The plan presents six strategic areas for staff and board members to use to focus their specific goals and action items:

1. Programs
2. Development
3. Staffing and Talent
4. Governance
5. Operations
6. Strategic Planning

Perhaps most importantly, this strategic plan marks a new era in BAWT’s organizational culture. The staff and board are committed to building its strategic planning “muscle” by regularly reviewing, revising, and measuring progress on this plan. In this way, strategic planning will not be a once-every-several-year event, but rather, an ongoing and dynamic process, guiding everything the organization does.
TWO OVERARCHING THREE-YEAR THEMES OF OUR STRATEGIC PLAN

1. Focus on strengthening BAWT’s operational, development, and programmatic processes and capacity.

2. Fulfill our existing plans for operational growth while limiting expansion into new programmatic areas.
MISSION:
Bay Area Wilderness Training’s mission is to create equitable access to outdoor experiences for youth of color and low-income youth.

VISION:
Bay Area Wilderness Training envisions a generation of social and environmental leaders, inspired by positive and meaningful experiences in nature, who reflect the diversity of our local community.

VALUES:
Social Justice
Environmental Stewardship
Community Empowerment
Bay Area Wilderness Training is an environmental and social justice organization committed to dismantling racism, sexism, classism, and other forms of oppression that stand in the way of all people fully participating in outdoor activities.

We believe that people visiting the outdoors should be represented by the full diversity of races, genders, income levels, and other identities that exist in the San Francisco Bay Area. To create more equity and increase access to the outdoors for traditionally underrepresented communities, we prioritize services for low-income youth and youth of color. We work to ensure that our programs, organizational practices, and partnerships are inclusive and support these ideals and priorities.
KEY METRICS

We have identified the following metrics that we will measure our overall progress against:

NUMBER OF YOUTH SERVED
NUMBER OF CAMP NIGHTS
NUMBER OF TRIPS
NUMBER OF LEADERS TRAINED
NUMBER OF SCHOOLS & PARTNERS
**ASSUMPTION:** We will create more impact if we teach youth workers & teachers how to lead outdoor activities.
**KEY STRATEGY:** Implement a “Train-the-Trainer” model.

**ASSUMPTION:** Youth workers and teachers are more likely to lead outdoor trips for youth of color and low-income youth if they have access to quality outdoor gear.
**KEY STRATEGY:** Create and run gear libraries.

**ASSUMPTION:** We will get more youth of color and low-income youth outdoors if we reduce the financial barriers to outdoor access.
**KEY STRATEGY:**
A) Eliminate cost as a barrier to access through free or reduced price programs and gear loans
B) Provide scholarships and mini-grants.

**ASSUMPTION:** Our efforts will be magnified when we collaborate and partner with other organizations.
**KEY STRATEGY:** Build a robust network of key partners and organizations.
Bay Area Wilderness Training envisions a generation of social and environmental leaders, inspired by positive and meaningful experiences in nature, who reflect the diversity of our local community.
STRATEGIC AREA 1:

PROGRAMS

GOALS
PROGRAM GOAL A:
UPGRADE AND IMPROVE GEAR LIBRARY RESERVATION SYSTEMS

PROGRAM GOAL B:
REFINE FEE STRUCTURES
Fee structures for both our training and gear library services that prioritize schools and organizations serving youth of color and low-income youth.

PROGRAM GOAL C:
DOCUMENT PROGRAMMATIC PROCESSES

PROGRAM GOAL D:
ANNUAL CLIENT SURVEY
Annually survey clients about program quality and fulfillment of our mission, vision, and values. Take action as needed.

PROGRAM GOAL E:
GEAR BUDGETING, SALES, AND REFRESHING
Develop a model for acquiring new gear and retiring old gear which sustains our program needs.
STRATEGIC AREA II:

DEVELOPMENT GOALS
DEVELOPMENT GOAL A: PROCESS AND TRACKING
Document and implement the process for reporting and tracking the development plan to improve efficiency and readiness.

DEVELOPMENT GOAL B: DIVERSIFY FUNDING
Diversify and accelerate key development initiatives, including strengthening corporate engagement, building a larger individual donor base, revising the annual fundraising event, and deepening board support.

DEVELOPMENT GOAL C: FINANCIAL RESILIENCY
Build a more resilient financial position that includes building a cash reserve and identifying new or next major partners.
STRATEGIC AREA III: STAFFING GOALS
STAFFING GOAL A:
PERFORMANCE MANAGEMENT
Document our individual performance management system, including a set of goals and professional development plans for each staff member.

STAFFING GOAL B:
COMPENSATION
Create a plan to ensure that BAWT’s staff compensation falls in the top third of comparable organizations.

STAFFING GOAL C:
STAFFING PLAN
Create a staffing plan that accurately addresses the specific skills and positions needed to manage BAWT operations, deliver programs, strengthen fundraising, execute marketing and communications, and sustain financial stability.

STAFFING GOAL D:
SUCCESSION PLANS
Create succession plans for the executive director, programs director, and the director of development.
STRATEGIC AREA IV:
GOVERNANCE GOALS
GOVERNANCE GOAL A:
COMMITTEES / ONGOING
Refresh Committee structure, goals, and responsibilities to ensure alignment with BAWT’s most important priorities and maximize engagement from volunteers.

GOVERNANCE GOAL B:
LEGAL STRUCTURE
Continue to evaluate legal structure to best align with BAWT’s organizational needs.

GOVERNANCE GOAL C:
BOARD GROWTH AND DIVERSIFICATION
Develop a board recruitment and enrichment plan, with a focus on fundraising and diversity.

GOVERNANCE GOAL D:
COMMITTEES / TRANSITIONING
Over the next three years, transition the responsibilities of both the programs and marketing committees to newly added staff (or paid contractors), while still maintaining opportunities for board involvement.

GOVERNANCE GOAL E:
FINANCIAL REPORTING PROCESSES
Document and enhance BAWT’s financial reporting processes to be more efficient and useful to the staff and board.

GOVERNANCE GOAL F:
BOARD CHAIR AND EXECUTIVE DIRECTOR
The board chair and executive director will have established a monthly check-in process.
STRATEGIC AREA V:
OPERATIONS GOALS
OPERATIONS GOAL A:
TECHNOLOGY PLAN
Create a plan that addresses BAWT staff and board’s information technology needs, especially regarding the server, customer relationship management (CRM) tools, computer hardware, and website management.

OPERATIONS GOAL B:
FACILITY/OCCUPANCY NEEDS
Document our plan for addressing our facility/space needs and occupancy costs.

OPERATIONS GOAL C:
OPERATIONS MANUAL
Complete and implement a thorough operations manual.
STRATEGIC AREA VI:

PLANNING GOALS
PLANNING GOAL:
OPERATIONALIZE STRATEGIC PLANNING PROCESS

Document and implement BAWT’s ongoing strategic planning process.
Bay Area Wilderness Training is a project of Earth Island Institute, a 501(c)(3) nonprofit organization.

www.bawt.org