

# Strategic Plan

2023-2025



**Trips for Kids Bay Area**  
Leadership Team



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## EXECUTIVE SUMMARY

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### *Imagine a world where...*

Imagine a world where youth have the opportunity to go beyond their neighborhood and explore the world around them through the liberating experience of riding a bicycle and exploring a world of natural beauty. Imagine the opportunity to experience the natural environment as a classroom, to gain self-confidence, to visit California's coastal seashores, lakes, forests, mountains, grasslands, wetlands, historic sites and cultural monuments. Imagine the opportunity to learn new skills, make new friends, to be mentored by skilled leaders, to be valued and included by their peers no matter what their differences.

The importance of a healthy lifestyle, engaging in meaningful ways with the natural environment, and connecting with others is critical for the mental health and physical health of our youth, especially following the pandemic years.

Our Strategic Plan recognizes that the bicycle is a powerful means for positive transformation; that access to the outdoors is a right for all to enjoy; that our programs go beyond the classroom and play an important role in youth education and development. We believe that access to the outdoors will improve youth mental health and well-being, inspire youth to become more engaged, curious to learn and care about the environment. It is foundational for our organization and a central tenet of our programs to actively engage with diverse youth from all backgrounds and be inclusive and accepting.

Our goal is to reach all communities that lack access to biking, bike trails, bike equipment, and educational out-of-school programs and offer mentoring from skilled and caring adults. Through this Strategic Plan, we are poised to deepen our impact on a larger scale.



# EXECUTIVE SUMMARY

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Marilyn Price, an international cycling legend, social activist, and CNN Hero Award winner, conceived of Trips for Kids Marin (now known as Trips for Kids Bay Area) 35 years ago. She imagined how wonderful it would be for youth in under-resourced communities to have equitable access to the natural beauty of the Bay Area. Building on our deep history, this Strategic Plan focuses on five areas: Cycling, Environmentalism, Education, Youth Development, and Community. It also incorporates our new offerings of lessons, activities and resources for youth and educators that intersect with mental health, wellness and critical community needs. Our programs and curriculum are anchored in Social Emotional Learning, Physical Education and Next Generation Science standards. Through our Youth Advisory Board we welcome the wisdom and benefits of youth voices in determining program improvements and in developing a culture of belonging.

Since our founding in 1988, our programs have enriched the lives of over 42,000 students, using a powerful tool - the bicycle. We have partnered with over 100 schools and youth-serving agencies throughout the San Francisco Bay Area and engaged with a diverse population of students: 49% Hispanic, 24% African American, 15% Caucasian, 7% Asian, 2% Native American, and 3% Other. 34% percent of our youth are female and 66% male. Many program participants are English Language Learners, some students are in foster care and most qualify for free or reduced lunch.

Over the last three years, the pandemic has had a devastating effect on the mental and physical health of our youth. We believe that all youth regardless of gender, race, or socio-economic status, deserve a life where they can self-actualize and be the best that they can be physically, emotionally, and intellectually.







## MISSION & VISION

### *Mission*

To provide educational and transformative biking programs for Bay Area youth from under-resourced communities through fun cycling experiences that build healthy lifestyles, self-discovery, and connection with nature.

### *Vision*

Trips for Kids Bay Area envisions a world where all children reach their highest potential. We believe that all kids, regardless of their race or socio-economic status deserve a life where they can self-actualize and be the best they can be - physically, emotionally, and intellectually.







## CORE VALUES

### *Cycling*

- We believe that the bicycle is a powerful means for positive self-transformation.
- We believe that the bicycle is the core element that ties all of our programs together.

### *Environmentalism*

- We believe that access to the outdoors is a right for all to enjoy and should be protected for future generations. Biking outdoors inspires kids to be environmentally aware.

### *Education*

- We believe that our programs go beyond the classroom and play an important role in youth development - helping kids to feel connected to themselves, each other, and the environment through programs focused on Social Emotional Learning, Physical Education, and Next Generation Science.

### *Youth*

- We believe that access to the outdoors will inspire youth to be happier, more engaged, curious, empathetic, and self-motivated.
- We believe that youth benefit by being mentored by caring adults, and positive role models help youth gain confidence and skills to develop into leaders themselves.

### *Community*

- We believe in staying connected to our larger community - with our nonprofit & school partners, donors, and program alumni - who all value the impact that cycling has on youth.





## INTERNAL CULTURE

### *Diversity, Equity, and Inclusion*

Trips for Kids Bay Area actively engages with diverse individuals from all backgrounds and seeks to reach all communities that lack access to biking, bike trails, bike equipment, and educational out-of-school programs with caring adults. We firmly believe that diversity at the staff, board, and volunteer levels helps us to achieve our best outcomes and provide the most effective programs.

We believe in diversity throughout our organization as it enriches our workplace, including identity-focused characteristics, such as race, gender, sexual orientation, disability, and/or age. We strongly encourage people from underrepresented groups to apply for open positions and volunteer opportunities, and we actively recruit with this in mind. We also strive to build partnerships with other diverse community groups to further our impact.

We believe in equity, which we define as; fair treatment, access, and opportunity for all regardless of an individual's identity. We are committed to always upholding equitable practices throughout our organization ensuring fair and equal access to opportunities for personal and professional growth.

Inclusion is how we demonstrate our commitment to diversity and equity. Inclusion is at the core of our organization's culture, which is centered around organizational-wide transparency, open dialogue, and a belief that everyone is appreciated and welcomed.





## INTERNAL CULTURE

Our commitment to DEI means we are not intimidated by conflict or hard discussions, instead, it means we seek to understand others viewpoints, honor others differences, stay committed to our core values, and strive for a sense of belonging. Most importantly, we agree to respect each other and take our professional, ethical, and legal responsibilities seriously to honor each other's differences.







## IMPACT

**35**

Years of operation

**44,000**

Participants since inception

**700**

2023 goal for individual youth participants

**90%**

Of our public school partners are Title 1 schools

**22 schools,  
27 nonprofits**

Partner organizations





# FUNDING GOALS

## *Year 1 - 2023*



- Increase revenue from individual fundraising by 10-15%
  - Develop a donor communication plan with several distinct messaging themes via multi-channel campaigns. Assess quarterly results to hone the most effective.
  - Expand the use of Salesforce to centralize donor information, target and automate communications on an increased schedule
  - Produce a regular cadence of online and in-person events that encourage support from our individual donor base
- Increase revenue from corporate & grants by 15%
  - Target grants that are closely aligned with TFKBA's mission statement and shared values
  - Tailor grant proposals to meet specific grant objectives
  - Utilize Board members for key solicitations
- Increase revenue from fundraising events by 10%
  - Increase participation in events by raising awareness through associated community biking events
  - Increase staff and board attendance at events
  - Utilize multi-channel social-media campaigns to expand the reach of events



# FUNDING GOALS



## Year 2 -2024

- Increase revenue from individual fundraising by 15%
  - Recruit part-time staffer to focus on individual giving and coordinate communications
  - Enhance donor communication plan to target more segmented messaging by specific donor levels (top-25, 25-50, ...)
  - Continue to enhance our social-media campaigns with unique themes and compelling benefits focusing on the growth of our participants over time
  - Add multiple payment options (Venmo, ApplePay) as well as recurring donations across our social media platforms to facilitate online giving
- Increase revenue from corporate grants by 15%
  - Produce annual “Impact report” to current and prospective donors illustrating TFKBA’s programs, success metrics, and leadership
  - Cultivate 6-8 corporate partnerships for consistent year-over-year support through corporate and employee giving
  - Increase communication results to top funders and develop a pipeline for smaller prospects
- Increase revenue from fundraising events by 10%
  - Gather participant info from fundraising events and incorporate it into Salesforce to engage them further and make them aware of additional opportunities as well as TFKBA’s full program
  - Continue to enhance our social media campaigns with unique and compelling stories
  - Provide ongoing training in content, messaging, and marketing for the development of Fundraising Ambassadors
  - Utilize multi-channel social-media campaigns to expand the reach of events



## PROGRAM GOALS:

Trail Rides, Earn-A-Bike, Mobile Bike, Re-Cyclery WFD Internship Programs



### *Year 1 - 2023*

- Foster better communication between TFKBA programs
- Create pathways for youth from program participation to intern, staff, ambassador, and/or donor
- Re-establish our Earn-A-Bike program in person
- Grow the number of students participating in the Re-Cyclery Internship from the current status of 4 interns to 6 interns. Program effectiveness will be measured through a skills-based assessment
- Access and provide staff development and training across departments/programs

### *Year 2 - 2024*

- Create a connection between Re-Cyclery WFD Interns and Larkspur Warehouse so that graduating interns could be hired as staff in the warehouse, potentially re-opening the warehouse as a space for afterschool programs
- Continue to grow program numbers as staff are better trained, and volunteers are back in place

### *Year 3 - 2025*

- Conduct a needs assessment to determine the feasibility of a drop-in after-school and weekend tutoring program provided by teens for younger kids
- Re-establish Earn-A-Bike classes in the Canal District TFKBA warehouse and at Pickleweed Park's large community center

# FACILITY GOALS



## *Year 1 - 2023*

- Find additional in-kind and/or low-cost space to store donations, additional bike fleet/s, and use as classroom/meeting space
- Better utilize current space in the Re-Cyclery
- Monetize the current warehouse and clothing room at the Fourth Street site

## *Year 2 -2024*

- Continue implementing improved in-kind donation and pick-up process
- Search for other storage options for our extra donations
- Donate extra donations to other organizations
- Have a bike parts giveaway event to unload extra parts
- Post announcements on social media about TFKBA's "Clothing Room " being open to the public on certain days/times
- Increase free or low-cost facility storage through comprehensive outreach to community partners

## *Year 3- 2025*

- Conduct a comprehensive needs assessment to determine the efficacy of opening a second Re-Cyclery
- Look for a dual building where we can run a business (Re-Cyclery) and also keep a small bike fleet
- Monetize current space: use the current warehouse space for fee-based Bike Mechanics classes with the goal of generating revenue



# BOARD MEMBERS & ADVISORS



## *Trips for Kids Bay Area Board Members*

### BOARD OF DIRECTORS

- Christina Cabral - TFKBA Director; President
- Chuck Lesem - TFKBA Director
- Dave Stoll -TFKBA Director
- Erika Cramer- TFKBA Director; Secretary
- Marilyn Price - TFKBA Founder
- Tom Sheppard- TFKBA Director; Treasurer
- Tyler Valicenti - TFKBA Director
- Adam Smith-TFKBA Director
- Jonathan Sonett - TFKBA Director

### ADULT ADVISORY BOARD

- Mary Haynes LCSW
- Darian McCrackin MA APCC
- Cherrisse Harper (parent)
- Chris Pearson (parent)
- Empress Diamond Akhanki BuchangoEl (parent)
- Michelle Mateo MA Teacher SFUSD
- Melissa Gayle Outdoor Education Teacher
- Aza Frias, MSW
- David Tarpinian Teacher (retired) Tamalpais High School
- Dr. Linda Ricketts (CEO and DEI Consultant)
- Dr. Dewhanne Nyivih Associate Superintendent BUSD
- Sherri DeFina MA, Retired Principal, MUSD, Adjunct Faculty UC Berkeley Extension

### YOUTH ADVISORY BOARD

- Eli Barajas
- Prince Najeeb Buchango
- Javonte' Francis
- Sally Garretson
- Khalil Pearson
- Havana Valentine
- Maple Valentine
- Divya Xavier
- Leo Zee



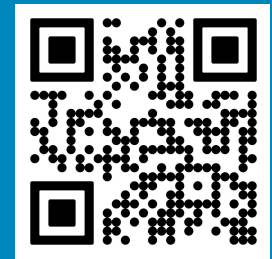




## Thank You

We want to acknowledge the contributions of the staff, volunteers, and partners who work tirelessly on developing and delivering our programs to Bay Area youth. And, a huge THANK YOU to all of our donors for your support and continued commitment to Trips for Kids Bay Area. We can't do it without you!

Donate today!



## LET'S CONNECT

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Follow TFKBA on social media!

