

# Thrive Outside's Fiscal Year 2024 Strategic Plan



# About Thrive Outside:

Founded in 2017, Thrive Outside is a nonprofit organization on a mission to give **every** child the opportunity to **thrive** through a joyful relationship with nature.

**We envision a world where every child has the opportunity to thrive outside.**



- *Thrive Outside is able to continue its mission to give every child the opportunity to thrive outside through the generosity and support of our donors, business partners, sponsors and volunteers •*

# 2024 Strategic Overview

## Our Goal:

To expand our impact and ability to give *every* child the opportunity to thrive outside.

## Our Key Strategies:

- Infuse DEIJ (Diversity, Equity, Inclusion and Justice) into every aspect of our organization and work
  - Broaden our reach to impact more youth
  - Expand our environmental focus
- *Thrive Outside is able to continue its mission to give every child the opportunity to thrive outside through the generosity and support of our donors, business partners, sponsors and volunteers •*

# Our Strategy to Thrive

*We are working to give every child the opportunity to Thrive Outside.*



# Strategic Focus Areas:

DEIJ	REACH	ENVIRONMENT
<i>Infuse DEIJ by:</i>	<i>Broaden our Reach by:</i>	<i>Expand our Environmental Focus by:</i>
<p><b>Identifying and hiring</b> a DEIJ consultant to work with our board, committees and staff</p>	<p><b>Identifying and Networking</b> within underserved communities to establish key relationships</p>	<p><b>Establishing</b> an Environmental Thrive-ability Committee</p>
<p><b>Embedding</b> Diversity, Equity, Inclusion and Justice into our organization's culture and practices</p>	<p><b>Initiating</b> Outdoor Learning Zone projects in new communities and expand beyond Rhode Island with a targeted focus on underserved communities</p>	<p><b>Creating</b> programs to engage youth in hands-on, environmental stewardship projects</p>
<p><b>Diversifying</b> our board, staff and consultants</p>	<p><b>Expanding</b> delivery of educator training especially in underserved communities</p>	<p><b>Forming</b> partnerships with other environmental organizations</p>
<p><b>Evaluating</b> our work through a DEIJ lens</p>	<p><b>Developing</b> new programming especially for underserved communities</p>	<p><b>Engaging</b> in environmental advocacy efforts</p>
<p><b>Networking</b> within underserved communities</p>	<p><b>Expanding</b> our movement by engaging youth as leaders</p>	<p><b>Implementing</b> environmental practices in everything that we do</p>
<p><b>Serving</b> youth of all abilities especially within underserved communities</p>	<p><b>Presenting</b> to community groups, conferences, etc. to raise awareness</p>	

# Strategic Focus: DEIJ

*Infuse Diversity, Equity, Inclusion and Justice into every aspect of our organization and work*

## Goals:

### **Identify and hire a DEIJ consultant to work with our board, committees and staff**

- Identify potential consultants
- Identify funding source: RI Foundation Funding for DEIJ consultant and training (October), ask consultant
- Hold training (goal: after board has been expanded)
- Establish a plan for onboarding new consultants/employees/board members/committee members
- If funding isn't available, identify free DEIJ training resources

### **Embed DEIJ into our organization's culture and practices**

- Incorporate DEIJ audit comments
- Outreach to consultants on as needed basis
- Prepare and follow DEIJ plan
- Evaluate our work through a DEIJ lens:
  - Create rubric for examining DEIJ
  - Utilize rubric for each event and program to increase DEIJ (e.i. offer accessible events at Mud Run)
- Capture DEIJ images/impact statements
- Offer a virtual option for board and committee meetings to make them more accessible to a broad range of people

# Strategic Focus: DEIJ

*Infuse Diversity, Equity, Inclusion and Justice into every aspect of our organization and work*

## Goals:

### **Diversify our board, staff and consultants**

- Identify individuals for board, staff and consultants (create board matrix)
- Network with known and new sources
- Recruit from underserved communities

### **Network within underserved communities**

- Identify which communities to serve: Pawtucket, Central Falls, Newport and Providence
- Identify potential partner organizations within these communities
- Network

### **Serve youth of all abilities especially within underserved communities**

- Prioritize target communities
- Work with partner organizations to pilot programs
- Host events/workshops/programs that serve the needs of these communities

# Strategic Focus: Reach

*Broaden our reach to impact more youth*

## Goals:

### **Identify and Network within underserved communities to establish key relationships**

- Identify key partner organizations
- Continue expanding programs, OLZ's, and educator training to underserved communities

### **Initiate Outdoor Learning Zone projects in new communities and expand beyond Rhode Island with a targeted focus on underserved communities**

- Lazer focus on nature-deprived and/or low-income areas
- Identify and address barriers
- Hone our sliding scale pricing fee schedule
- Diversify our design team
- Solidify our design principles and stakeholder-centric, culturally relevant design process
- Participate in the RIDE Learning Inside Out Initiative

### **Expand Delivery of Educator Training**

- Focus on serving teachers throughout the state, especially those working in underserved communities
- Identify and address barriers
- Diversify our team
- Offer both individual and series of workshops - possibly create a certificate program
- Complete development of Rooted in Nature and deliver
- Expand our Teacher Learning Circle
- Build out and sell our current training programs
- Participate in the Learning Inside Out Initiative



# Strategic Focus: Reach

## Develop new and expand current programming

- Identify new consultants to deliver programs
- Network with community organizations to develop partnerships
- **Events**
  - Mud Run - Reimagine and/or Grow - possibly have a new location - address equity
  - Earth stewardship related event - identify and execute
- **Family Hikes**
  - Network and establish partnerships with organizations in underserved communities
  - Offer hikes in those areas and provide opportunities to bring youth to other areas of RI
  - Diversify our team
  - Offer educational component to each
- **Workshops**
  - Identify focus and topics to expand our offerings
  - Identify and address barriers to participation
  - Network and establish partnerships with key organizations in nature-deprived and/or low-income areas
- **Scavenger Hunts**
  - Grow our following and participation
  - Make accessible to all

## Expand our movement by engaging youth as leaders

- Develop and implement our new “Peace of the Whole” initiative
- Train youth to be hike leaders

## Present to community groups, conferences, etc. to raise awareness

- Identifying presentation opportunities
- Delivering presentations to various groups

# Strategic Focus: Environment

*Expand our environmental focus*

## Goals:

### **Establish an Environmental Thrive-ability Committee**

- Identify committee members
- Form Committee
- Identify focus - “Peace of the Whole” Project

### **Create programs to engage youth in hands-on, environmental stewardship projects**

- Identify youth organization partners
- Work to identify one project that engages youth

### **Form partnerships with other environmental organizations**

- Identify potential partner organizations
- Network with potential partner organizations
- Engage partners in our initiatives

### **Engage in environmental advocacy efforts**

- Identify issues to advocate for
- Partner with other organizations’ advocacy efforts

### **Implement environmental practices in everything that we do**

- Audit our practices and identify areas for improvement
- Engage our new committee in developing a plan
- Identify key practices and implement

# Strategic Foundation: Business Infrastructure

*Strengthen and Grow our Business Infrastructure*

## Goals for Departments:

- **Development:**
  - Grow our new Development Director role through training and networking
  - Seek out development support to audit our development plan
  - Grow our business partnerships, sponsorships and major donor base
- **Fundraising:**
  - Establish a fundraising committee
  - Explore new fundraising event ideas ie. small, home-based fundraisers, etc.
  - Hire a grant writer
- **Finance:**
  - Establish a finance committee
  - Investigate new revenue streams
  - Create a plan for sustainable growth
- **Programs:**
  - Hire an Outdoor Education Training Coordinator consultant
  - Engage new consultants and seek out diversity
  - Engage partner organizations

# Strategic Foundation: Business Infrastructure

## Departments

- **Operations:**
    - Expand use of our donor management system
    - Set policies for DEIJ (ie. Affirmative Action, etc.)
    - Create a human resources handbook with policies
    - Transition key consultants to employees
    - Implement a consultant/employee review process
  - **Communications and Marketing:**
    - Hire consultant to redesign our website and other marketing materials
    - Hire consultant to do a DEIJ-oriented communications audit
    - Expand our media presence
  - **Leadership:**
    - Transition our Director to a more outward-facing role
    - Seek further training for all directors
    - Implement a formal Executive Director review process
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