



STRATEGIC PLAN

2022-2024



core staff

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INTERN



lead surf coaches

JARRYD AUREUS
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alumni surf coaches

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board of directors

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table of contents

4. A NOTE FROM THE DIRECTOR OF OPERATIONS
5. EXECUTIVE SUMMARY & KEY METRICS
6. MISSION, VISION, AND PILLARS
7. DEI STATEMENT
8. FOCUS AREA: PROGRAMMING
9. FOCUS AREA: DEVELOPMENT
10. FOCUS AREA: OPERATIONS
11. FOCUS AREA: FINANCE

a note from the director of operations

DURING UNPRECEDENTED TIMES, IT OFTEN FEELS IMPOSSIBLE TO IMAGINE LIFE ONE, TWO, OR THREE YEARS DOWN THE ROAD. HOWEVER IF WE'VE LEARNED ANYTHING OVER THE PAST FEW YEARS, WE'VE LEARNED THE IMPORTANCE OF HAVING A PLAN, AND THEN USING THAT PLAN TO HELP US PIVOT TO RESPOND TO OUR STUDENTS' NEEDS OF THE MOMENT. WE ARE EXCITED TO SHARE WITH YOU OUR THREE-YEAR STRATEGIC PLAN, DEVELOPED WITH **STUDENT VOICES AT THE CENTER** OF OUR CONVERSATIONS.

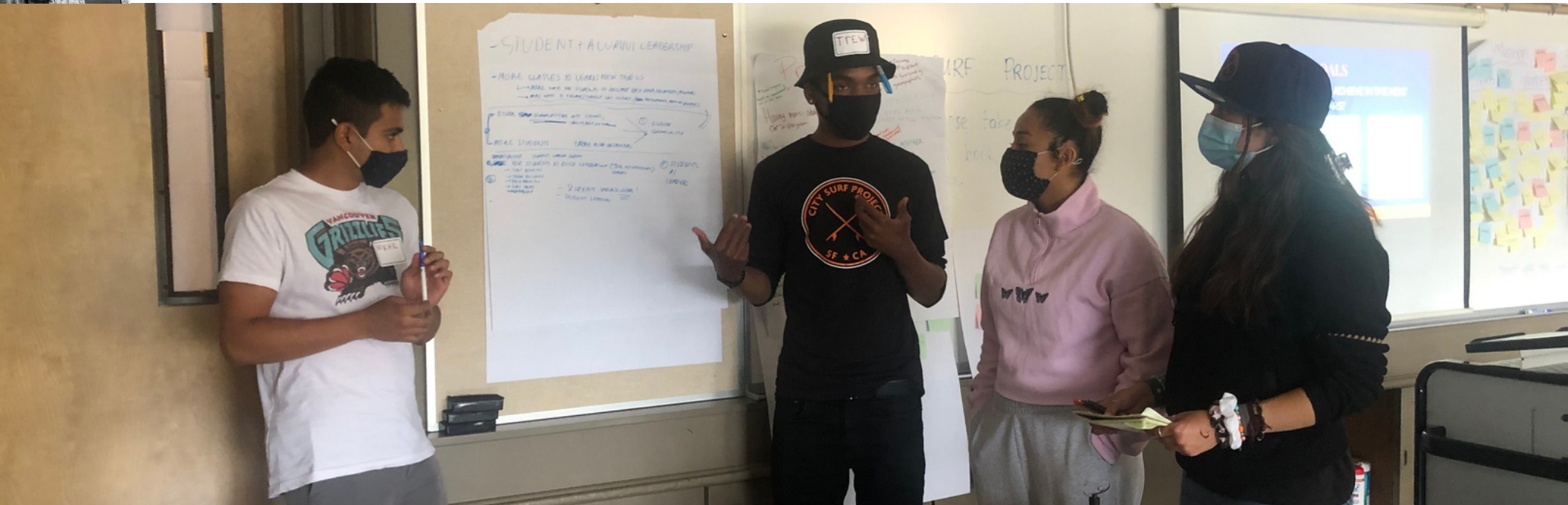
IN THIS PLAN, YOU WILL SEE THE STUDENTS' VISIONS OF **INCREASED LEADERSHIP OPPORTUNITIES** AND **EXPANDED PARTICIPANT REACH** (SCHOOLS & DEMOGRAPHICS) REFLECTED IN OUR PROGRAM GOALS, YOU WILL ALSO SEE OUR DEVELOPMENT, FINANCE, & OPERATIONAL GOALS NEEDED TO SUPPORT THEIR DREAMS, AS WELL AS INCREASED

OPERATIONAL AND FINANCIAL STABILITY AND **FINDING A NEW, PERMANENT HOME FOR CSP!** IT WAS AN HONOR TO DREAM ALONGSIDE OF OUR YOUTH ABOUT OUR GOALS FOR 2024 AND WE LOOK FORWARD TO ACTIVATING THEIR DREAMS INTO REALITY!



A handwritten signature in blue ink, appearing to read 'Meghan Hanebutt'.

meghan hanebutt
director of operations





executive summary

PROGRAM

Increase student leadership roles

Increase program training capacity to support/reflect a variety of key demographics

Broaden reach and capacity to increase participants and outings

OPERATIONS

Internal efficiency and equitability of operations

Increase staffing capacity and effectiveness

Focus on staff retention and increase competitiveness in the job market

DEVELOPMENT

Increase Development Team Capacity

Identify, prioritize, and grow 2 main potential revenue streams

Implement fundraising strategy that supports strategic annual organizational growth

FINANCE

Optimize financial operations and strategy

MARKETING

Increase online visibility

Create targeted outreach strategies (marketing funnels)

Increase ability to convey impact efficiently and effectively

GOVERNANCE

Optimize Board Leadership and Engagement

Diversify Board Leadership

Strategize Board Financial Engagement

mission

City Surf Project ensures equitable access to the ocean and the benefits of outdoor recreation by providing opportunities for Bay Area youth to learn surfing – a challenging sport that fosters physical and mental well-being, a connection to nature, and healthy living.

four pillars

Equity in Surf
Personal Growth
Healthy, Authentic Living
Ocean Leadership

vision

Our vision is for all Bay Area youth to have access to the coastline, the opportunity for healthy and safe ocean recreation, to have connection to their planet and a desire to take care of it, and to have the necessary skills to be happy and successful in life.





diversity, equity, inclusion

AT CITY SURF PROJECT, WE BELIEVE THAT WE HAVE A RESPONSIBILITY TO CREATE AN ENVIRONMENT IN WHICH EVERYONE FEELS WELCOME, VALUED, AND RESPECTED -- IN OUR PROGRAMS, IN OUR OFFICES, AND IN OUR COMMUNITY.

WE ARE COMMITTED TO COUNTERING RACISM AND DISCRIMINATION IN OUR ORGANIZATION IN THE FOLLOWING WAYS:

1. Ensuring a Culturally Responsive Program

We commit to regularly working with staff, experts on trauma-informed practices, and students to ensure that our curriculum and program is anti-racist and relevant to all of our students

2. Increasing Organizational Diversity

We commit to analyzing and updating our hiring, board recruitment, and volunteer recruitment strategies to ensure that all levels of our organization are more reflective of the student populations that we serve.

3. Building an Inclusive Environment

We commit to investing in the knowledge and systems that support our students, staff, and volunteers so that all feel they have a voice and a place within our organization.



program

key metrics

goals	2022	2023	2024
Increase student leadership roles	Develop concrete metrics for the alumni program	2 alumni staff shift into leadership roles (board members or core staff positions)	4 Full-time employees are trained CSP alumni
Broaden reach and capacity to increase participants and outings	1 New Surfing 101 school 2022-2023 school year	Intro to Surfing: reach 200 youth in calendar year	Intro to Surfing: reach 250 youth in a calendar year
Increase training & capacity to support/reflect a variety of key demographics	Alumni coaches & lead coaches to review & adjust 2020 curriculum	2 Trainings/semester (1 surf training; 1 cultural relevancy or facilitation)	All coaches required to attend 25 hours of PD trainings yearly
Streamline in-house data collection process for all programs	Research & implement best internal program database technology	Utilize technology regularly by January 2023	Comprehensive multi-year report based on 2023 and 2024; assess tool
Increase student sense of belonging	80% of scholastic participants feel they "belong" at the beach and on programs	85% of scholastic participants feel they "belong" at the beach and on programs	90% of scholastic participants feel they "belong" at the beach and on programs

operations

key metrics

goals

2022

2023

2024

Find a stable permanent home to support Operations & Program

Temporary move to new HQ

Semi-permanent HQ with community space for youth

Evaluate current space & long-term planning for 2026 permanent home

Increasing overall staffing capacity, efficiency, and equitability

FT coach by August
Dev Assistant & Grants Manager

2 Lead Surf coaches & 2 alumni on every surf day

3 FT development Staff

Maintain staff retention and increase competitiveness in the job market

Increase benefits to 90-100% health care benefits for FT staff

Implement retirement benefits for staff

Implemented competitive and transparent pay level structure

Invest in technology needed to support organizational growth

Project Management tool implemented

Fully utilizing Salesforce and program database on program, development and operations

All FT staff have CSP computers





development

key metrics

goals	2022	2023	2024
Increase financial stability & forecasting ability	Strengthen Development team first, then evaluate streams to increase in 2023	Pursue and increase most effective and sustainable revenue streams.	Project hiring/spending one year in advance to forecast revenue needs for following year
Increase funding to strengthen program & staff capacity	55% of programs funded by grants	65% of programs funded by grants	Unrestricted operational and future funding is 50%+ of annual budget
Identify, prioritize, & grow two main revenue streams	Identify and prioritize; hire and expand team for identified streams	Focus and grow target revenue streams by 10%	Focus and grow target revenue streams by 25%
Increase development team capacity	Hire Grants Manager and/or dev assistant)	FT Dev Team minimum 2 positions	FT Dev team minimum 3 positions w/experience in target revenue streams

finance

key metrics

goals

More efficient and effective financial operations and strategy

2022

Increase use of Salesforce to support financial reporting

2023

Implement Divvy or similar financial spending tool

2024

Dedicated internal finance manager and/or CFO

Organizational financial literacy

All FT staff attend one financial literacy workshop

All department heads attend quarterly financial meetings

All department heads involved in budget creation and accountability

Increased autonomy in department spending and reporting

Routinize financial reporting to departments

Utilize Divvy or similar financial spending tool

Department spending & reporting is smooth & autonomous





governance

2022

2023

2024

Increase membership diversity of skills and demographics on BoD

2 new board members with targeted skillsets

2 new board members with targeted skillsets

50% of the BoD come from representative communities

Improved oversight of Strategic Planning process and implementation

Creation of Strategic Planning Accountability Process

Bi-Annual Reviews on status of goals led by governance committee

Quarterly Reviews on status of goals led by committee

Increase board's overall annual giving amount (x)

Each Board Member grows their personal give/get amount by 2x

Each Board Member grows their personal give/get amount by 2.5x

Each Board Member grows their personal give/get amount by 3x

Create a youth advisory board

Research best practices and alumni interest in participation

Recruit members; YAB meets 3 times annually and hosts one event

YAB meets 4 times annually and hosts two events

