

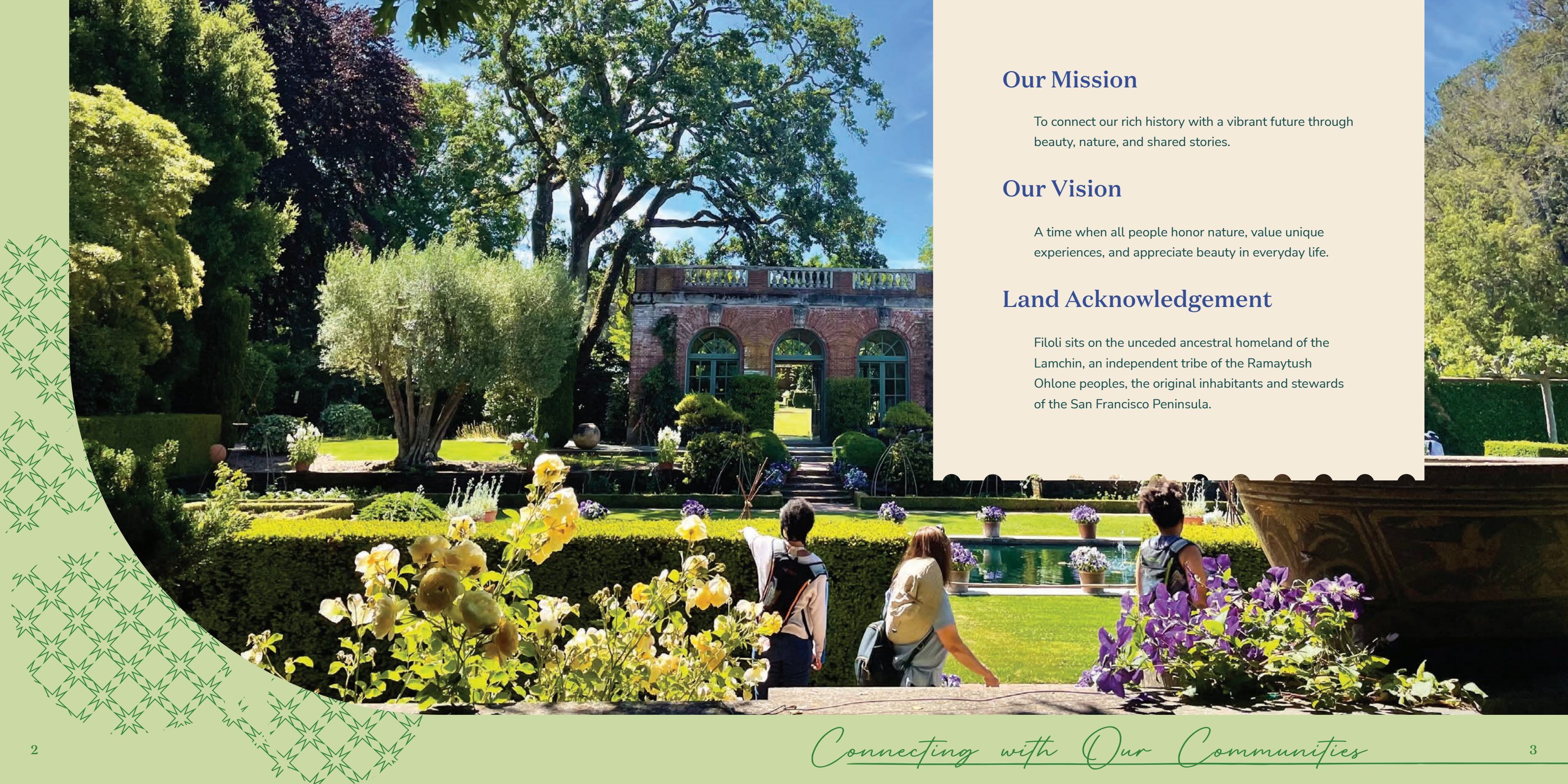
A young girl with long brown hair, wearing a purple sleeveless dress, is walking away from the camera through a brick archway. The archway is part of a brick wall covered in climbing white and yellow roses. To the right of the archway is a large, ornate, dark brown wooden door with intricate carvings. The ground is paved with dark bricks. In the background, a lush garden is visible, featuring a green hedge, a path, and various plants and flowers. A green wire basket hangs from the left side of the archway.

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# Strategic Plan

2024 – 2028





## Our Mission

To connect our rich history with a vibrant future through beauty, nature, and shared stories.

## Our Vision

A time when all people honor nature, value unique experiences, and appreciate beauty in everyday life.

## Land Acknowledgement

Filoli sits on the unceded ancestral homeland of the Lamchin, an independent tribe of the Ramaytush Ohlone peoples, the original inhabitants and stewards of the San Francisco Peninsula.



## Our Commitment

Filoli's five-year strategic plan amplifies our fundamental cultural commitment to diversity, equity, and inclusion and ensures that diverse communities experience a deep connection to the beauty of this historic place.







## Our Values

Filoli's values are rooted in Integrity; we are accountable for our work, actions, and impact on our guests, community, and environment.

**INCLUSIVE** Remove barriers to participation, enjoyment, and belonging and seek unique viewpoints that broaden our perspective.

**WELCOMING** Serve as gracious hosts and provide exceptional engaging experiences in every interaction.

**INNOVATIVE** Inspire our audiences by leading boldly, courageously, and creatively, adapting to changing needs and expectations.

**COLLABORATIVE** Connect people, community, and place through respectful dialogue, interactive participation, and meaningful action.

**STEWARDS** Embody an enduring commitment to preserve Filoli's rich history and implement sustainable practices for the future.







# Goal Pillars

**Strengthen our connections** by growing the number of people who feel welcomed, valued, and inspired by Filoli and by deepening the quality of our relationships with our community.

**Curate and expand unique experiences, stories, and programs** for and with our guests.

**Steward our natural and built environment** through sustainable practices, strategic site development, and land conservation.

**Establish Filoli as a national workplace of choice** and a people-centered culture of integrity and equity.

**Embrace our industry leadership role** and shape best practices through ongoing innovation and advocacy.





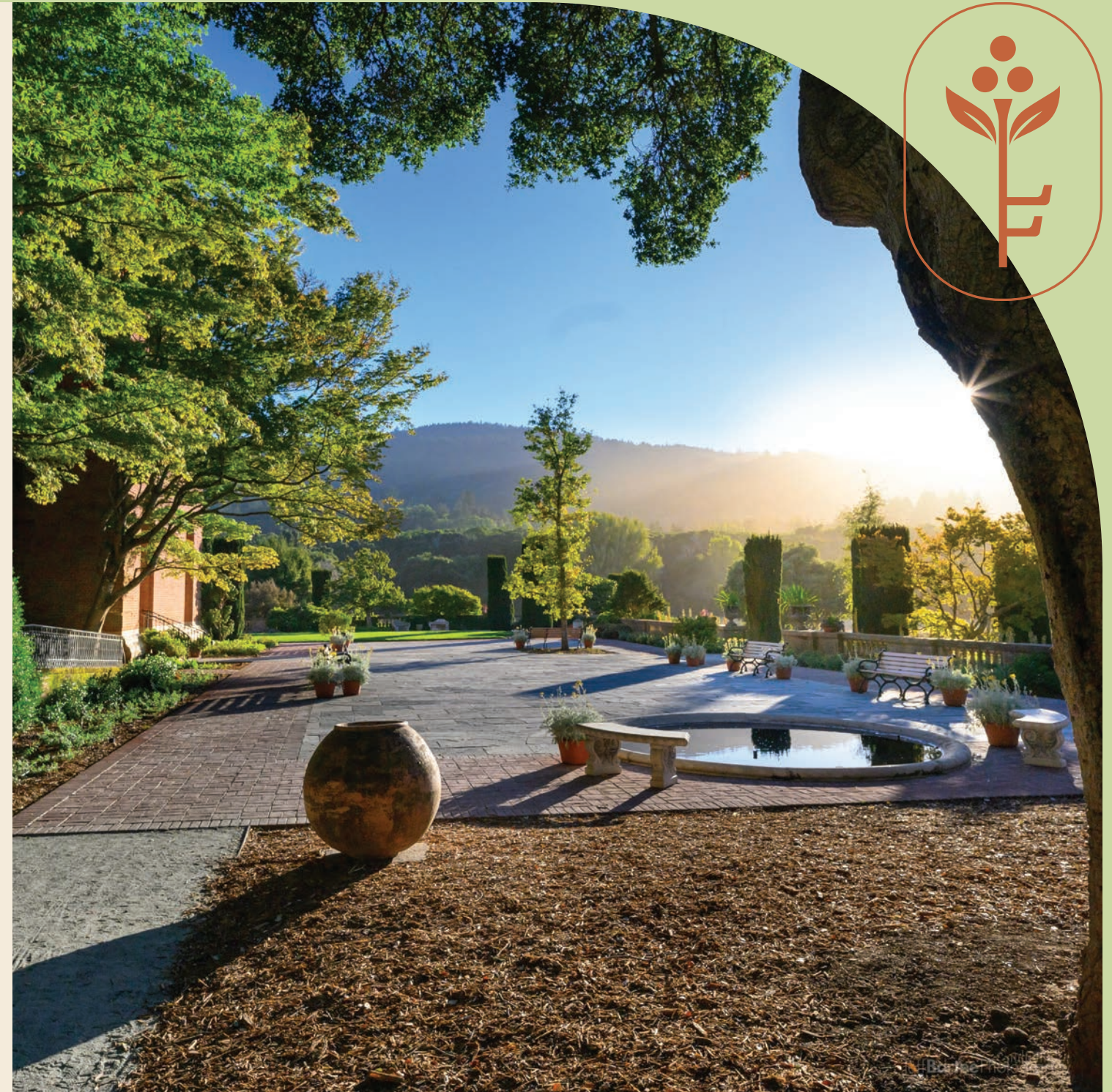
**Strengthen our connections by growing the number of people who feel welcomed, valued, and inspired by Filoli and by deepening the quality of our relationships with our community.**

- Build the development staff and infrastructure needed to support a comprehensive culture of philanthropy and sustain our expanded vision for serving the community
- Sharpen our public communication messaging and methods to amplify our mission, values, and culture
- Significantly expand tourism visitation to become a leading Bay Area destination
- Cultivate and welcome new donors and members who more fully reflect the communities we serve
- Increase accessibility by reducing financial, physical, transportation, and cultural barriers to all people visiting and enjoying Filoli
- Develop a customer service delivery model with an exceptional ability to create a sense of belonging and welcome



## Steward our natural and built environment through sustainable practices, strategic site development, and land conservation.

- Fund and launch implementation of the Master Plan to expand visitor amenities while protecting our natural resources
- Open additional trails and natural spaces for guest enjoyment
- Adapt horticultural and agricultural practices to meet changing ecological needs while preserving the original landscape
- Preserve historic buildings and return them to their original aesthetic with modern upgrades
- Combine preservation with resilient design to create innovative programs and techniques that conserve natural resources, support biodiversity, and engage with visitors







## Curate and expand unique experiences, stories, and programs for and with our guests.

- Expand Filoli's events and programs in the arts, leveraging sites across the property to create distinctive, memorable events
- Increase multi-day and repeat visitation through more frequent new program development, exhibit rotation, and site upgrades
- Build Filoli's reputation as an innovator in food education, agriculture, and sustainable garden-to-table practices
- Create new outdoor guest experiences that embrace adventure and celebrate nature
- Lead historic sites, museums, and public gardens in the production of unique and engaging guest experiences



## Establish Filoli as a national workplace of choice and a people-centered culture of integrity and equity.

- Strategically expand staff benefits and in-house resources that focus on professional growth and personal wellness
- Develop an internal Filoli leadership program of mentoring, training, and exchange programs with peer institutions to expand our talent pipeline
- Research and define industry-leading initiatives for employee equity
- Create succession plans for all positions, including recommendations for career navigation and continuing education
- Establish employee recognition programs that celebrate and empower staff in ways that are meaningful to them
- Create opportunities for flexible job design that respond and adapt to the needs of our staff, guests, and community
- Strengthen the sustainability and engagement of the board of directors through skill development, succession planning, and strategic recruiting







## Embrace our industry leadership role and shape best practices through ongoing innovation and advocacy.

- Serve as a model among heritage sites for our environmental sustainability and how we balance our use of resources with our ecological impact
- Model an authentic programmatic, financial, and educational partnership with our regional Indigenous peoples
- Invest in innovative technology to enhance how guests experience museums, historic sites, and public gardens
- Develop a conservation program focused on ecosystem redevelopment that builds biodiversity
- Develop sector-leading initiatives on inclusion and anti-racism that support a sense of belonging and a thriving organizational culture
- Drive thought leadership by convening our peers, hosting crucial conversations, and publishing and speaking on critical industry topics





# filoli

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