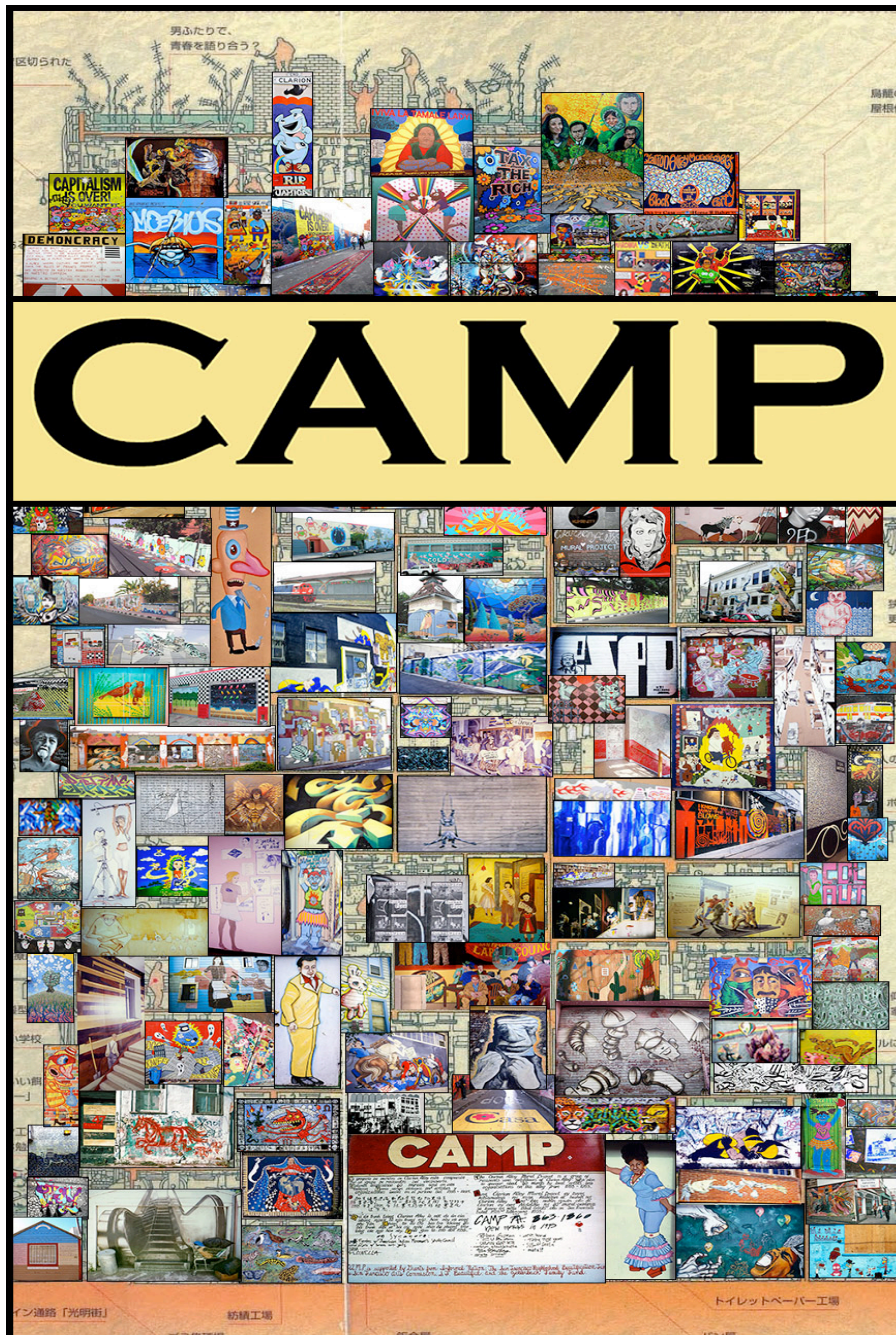


3-YEAR STRATEGIC CAPACITY BUILDING PLAN

PUBLIC DOCUMENT

Facilitated and Produced by
Megan Wilson, Non-Profit Planning, Development, and Management Consultant

The Mission of Clarion Alley Mural Project (CAMP) is to support and produce socially-engaged and aesthetically innovative public art, locally and globally, as a grassroots community-directed organization based in San Francisco's Mission District.





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Clarion Alley Mural Project

between 17th & 18th Streets, and Mission & Valencia Streets

San Francisco, CA

www.ClarionAlleyMuralProject.org

ClarionAlleyMuralProject@gmail.com

BOARD OF DIRECTORS

Megan Wilson, President

Christopher Statton, Treasurer

Ivy McClelland, Secretary

Susan Greene

Fara Akrami

Kyoko Sato

Anabelle Bolaños

Shaghayegh Cyrous (joined 3-7-19)

Keyvan Shovir (joined 3-7-19)

Rigo 23, Emeritus

BOARD STEERING COMMITTEE*

Megan Wilson, Co-Director, Development Director

Christopher Statton, Co-Director, Director of Community Engagement

Shaghayegh Cyrous, Programming Director

Keyvan Shovir, Social Media Director

* New committee & positions as of 4-10-19

VOLUNTEER ORGANIZERS

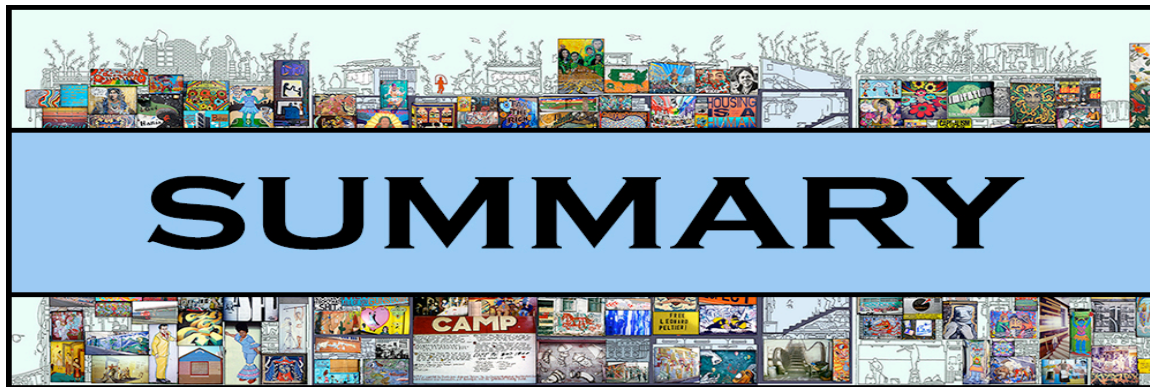
Mike Reger, **David Petrelli**, **Erin Amelia**

Ruch, **Doug Rhodes**, **Jason Storm**, **Antonio**

Roman-Alcala, **Corrina Goldblatt**, **Txu Xo**

Perez, **Mike Ramos**, **Brad Villemagne**, **Jean**

Yaste, **Mike Ritch**, **Yano Rivera**



STRATEGIC PLAN 2019 – 2021 SUMMARY:

Following over a year of working together to conduct research, analysis and forecasting, including a Board/staff retreat, a survey of 29 stakeholders, and a follow-up review of the initial draft, Clarion Alley Mural Project (CAMP) is pleased to present our *3-Year Strategic Plan FY19 – FY21*. The process was a great opportunity to reflect on the past 27 years of operations since CAMP was founded in 1992 by a volunteer collective of six North Mission residents to support and produce socially engaged and aesthetically innovative public art as a grassroots community-based, artist-run organization in San Francisco. As you read through this Plan, we believe you'll share our enthusiasm for the blueprint we've drafted to guide CAMP over the next three years.

The Primary Goals of CAMP Over The Next Three Years Are:

1. ***Remain committed to a community-based social justice agenda that offers weight, voice, and support to the communities CAMP serves:*** The objective is to ensure CAMP's programs/services are participant-driven and guided by ongoing input and feedback from stakeholders. The anticipated outcome is that CAMP's programs/services are for the community, by the community, and of the community.
2. ***Strengthen CAMP's Infrastructure:*** The objective is to ensure the sustainability and effectiveness of the organization. The anticipated outcome of this work is that CAMP will have solid human resources, financial resources, and structure in place to support the organization's programming and ability to fulfill its mission.
3. ***Build the Capacity of CAMP to Best Support, Sustain, and Build on Current Programs and Services:*** The objective is to meet the increasing needs of the communities CAMP serves. The anticipated outcome is that CAMP will continue to be a commons where culture and dignity speak louder than the free-market capitalist rules of private property or a lifestyle that puts profit before compassion, respect, and social justice.

4. **Launch and/or support the expansion of an existing Community Ambassadorship Program:** The objective is to help serve the increasing numbers and needs of the communities CAMP serves. The anticipated outcome is that CAMP will expand its capacity to be a commons where culture and dignity speak louder than the free-market capitalist rules of private property or a lifestyle that puts profit before compassion, respect, and social justice.
5. **To Continue to Build an Active, Diverse, and Informed Governing Board of Directors:** The objective is to maintain a solid foundation of knowledge and leadership with a clear sense of responsibilities and expectations. The anticipated outcome is that CAMP will sustain a solid, active Board that is fully committed and invested in all key areas of the organization.
6. **Maintain Financial Stability and Expand CAMP's Operating Budget to Meet the Organization's Capacity-Building Needs:** The objective is to create a solid foundation for financial stability. The anticipated outcome is that CAMP will have the ability to fully support its infrastructure and its increasing capacity needs to fulfill its mission.
7. **Increase CAMP's Visibility:** The objective is to develop tailored strategies to educate and inform various stakeholders (e.g. existing and potential audiences, community partners, funders, policy makers, academics, and the general public) of CAMP's work. The anticipated outcome is that CAMP will successfully reach targeted communities and new audiences to fulfill its mission and vision.
8. **Work Collaboratively with Community Partners:** The objective is to collectively share best practices, successes, and challenges, support one another's work, and to support and produce socially engaged and aesthetically innovative public art. The anticipated outcome is that CAMP will have greater community capital and resources to fulfill its mission.



Design by Mike Reger, 2014



STAKEHOLDER PARTICIPATION:

Through a thoughtful approach that included in-depth interviews with 29 stakeholders, a day-long Board retreat, and a dedicated meeting to review the plan, participants collectively developed a feasible strategy for the next phase of the organization's path. Passionate and deeply committed to CAMP's work and its importance to the community, participants described the retreats and work together with warmth and enthusiasm as an opportunity to clearly identify CAMP's priorities and how to achieve these.

GOALS OF THE STRATEGIC PLANNING PROCESS:

The ultimate goal of CAMP's strategic planning process is to lay a foundation for the organization's long-term programming, financial sustainability, and capacity in conjunction with the growing needs of its stakeholders and communities.

STRUCTURE OF THE PLANNING PROCESS:

The process used a combination of methods to understand best strategies for CAMP to sustain its position as one of the most vital and visited public art spaces in San Francisco, while establishing a solid structure to support its evolving role as a force for resistance and social justice activism through visual messaging and community organizing.

Organizational Overview

An Organizational Overview of CAMP was drafted to provide a baseline of where the organization stood prior to the planning process in relation to the landscape it resides, its constituency, and greater community trends and impacts. Qualitative data to assess CAMP's position in 2018 included: 1) Extensive review of CAMP's archived/historical materials; and 2) In depth interviews with 29 stakeholders who represent: CAMP Board members, CAMP co-founders, CAMP artists, CAMP organizers, journalists/writers, legal counsel, community partners, community businesses, government officials, administrators and programmers with San Francisco arts institutions (Asian Art Museum, de Young Museum, Intersection for the Arts, Precita Eyes Murals, Roxie Theater, Museum of Craft and Design). Quantitative Data used CAMP's 2015 survey of visitors to

Clarion Alley and yearly financial statements. Demographic information was gathered through research papers census reports, and news sources. Additionally, data from travel websites was reviewed to help provide a better understanding of how CAMP is perceived by tourists, who make up a large percent of its audience.

Strategic Planning Retreat

The Strategic Planning Retreat took place on Saturday, January 6, 2018, 9am – 6pm at the home of CAMP’s co-directors. The Retreat was informal with an open, non-judgmental environment that encouraged members to participate. The retreat included: 1) a review and discussion of CAMP’s mission, vision, identity, and guiding principles; 2) a conversation about the current climate and changes in the Mission neighborhood and greater San Francisco; and 3) material reviews, reflections, and discussions of priorities for the following areas: programming, organizational structure, human resources & capacity, fund development, partners, Board governance, and community outreach.

Review of the Proposed 3-Year Strategic Plan

A dedicated meeting for the review of the 3-year Strategic Plan draft with action steps was held on April 10, 2019 and resulted in the creation of a core Board Steering Committee comprised of four new paid positions that will be paid on a stipend basis.

The aforementioned preparations and tasks provided the bones for the planning process. Additionally, these tools supported the organization in answering the Big Questions and framing the major benchmarks and action items within a detailed Implementation Plan.

APPROACH TO STRATEGIC PLANNING:

The planning approach uses Real-Time Strategic Planning as a basic framework¹ to help assess CAMP’s programs, operations, and structure, while also informing the organization on the direction that will result in achieving long-term tangible impacts and financial health. The planning methodology is nimble allowing plans to easily be revised and updated.

THE BIG QUESTIONS:

1. What is the best approach for ensuring the sustainability of a grassroots community-based public arts organization rooted in a social justice framework to meet the challenges and opportunities of a city that is rapidly changing due to gentrification and the resulting economic and cultural disparities?
2. How does CAMP utilize its unique position as a free, public arts space that curates the visual environment of one alley block in San Francisco’s Mission District to impact social change in support of marginalized and disenfranchised communities?

¹ David La Piana, The Nonprofit Strategy Revolution: Real-Time Strategic Planning in a Rapid-Response World (St. Paul,

3. How does CAMP use its recognition as a highly respected public art/ street art space to impact greater global movements in support of social/ racial/ environmental/ economic justice?



Coalition On Homelessness Press Conference, 2016

GUIDING PRINCIPLES:

CAMP's Board of Directors drafted the following Guiding Principles in 2017. Upon review it was agreed that these are the precepts that still guide CAMP's work:

1. Visual messaging can provide a powerful vehicle for supporting political, economic, and social equity and dismantling intersectional oppression.
2. Sensitivity and awareness of cultural, racial, economic, migratory, sexual, and gender-related challenges and identities is necessary for CAMP to function as an inclusive organization that maintains space for people of all backgrounds and experiences.
3. Non-commodified public spaces are critical for building and maintaining healthy communities.
4. It is critical to the health and sustainability of CAMP to respect and honor the generosity of the residents of Clarion Alley in their support of the project.
5. Murals and other forms of street art have a long and strong history of helping to build understanding and respect within and among communities.
6. There are multiple sides to every story. Therefore, we prioritize places of alignment and recognize that full agreement is not necessary for collaboration.

MISSION STATEMENT:

Previous Mission Statement: The Mission of CAMP is to support and produce socially engaged and aesthetically innovative public art as a grassroots community-based, artist-run organization based in San Francisco.

New Mission Statement: The Mission of CAMP is to support and produce socially-engaged and aesthetically innovative public art, locally and globally, as a grassroots community organization based in San Francisco's Mission District.



Demoncracy, Rigo 23, 2012

VISION STATEMENT:

CAMP did not have a Vision Statement prior to the current strategic planning process.

New Vision Statement: The vision of CAMP is a commons where culture and dignity speak louder than the free-market capitalist rules of private property or a lifestyle that puts profit before compassion, respect, and social justice.

IDENTITY STATEMENT:

During the retreat Board members developed CAMP's Identity Statement. The Identity Statement describes why the organization exists; who it serves; the organization's approach to program/service delivery; its competitive advantage; and how it is sustainable (La Piana, 2008).

Components of the Identity Statement	CAMP Identity Statement
We advance our mission to	<p>... support and produce socially-engaged and aesthetically innovative public art, locally and globally, as a grassroots community organization based in San Francisco's Mission District.</p> <p>CAMP is a community, a public space, and an organizing force that uses murals and street art as a means for supporting social justice messaging.</p>
And seek	... to be a community hub where culture and dignity speak louder than the free-market capitalist rules of private property or a lifestyle that puts profit before compassion, respect, and social justice.
By serving	... many diverse voices, especially those of communities experiencing marginalization and disenfranchisement.
In (geographic area)	... the Bay Area, especially the Mission District, as well as having a greater global influence through tourism, social media, and international exchanges.
Through programs or services such as	<ul style="list-style-type: none"> • Creation & maintenance of murals • Community events • Tours • Community education (presentations, tech, classes, social media) • Publications • International exchanges • Advocacy to bring attention to the needs of the communities CAMP serves and help ensure that these are recognized and addressed by City leaders
And emphasizing our competitive advantages of	... high caliber of artists & community partners, reputation for excellence and integrity, risk-taking, innovative programming
We are sustainable by	... extreme dedication, determination & fighting spirit, community support, pro-bono time and expertise, earned income, licensing fees, CAMP's annual Block Party, individual donations, and grants

Table 1: CAMP Identity Statement

BUSINESS MODEL STATEMENT:

The Business Model Statement complements CAMP's Mission and Vision Statements. It describes the strategy for sustainability, focusing on key strategies and how they are linked to mission impact.

Business Model Statement: CAMP uses a strength-based approach to supporting and producing socially-engaged and aesthetically innovative public art, locally and globally, as a grassroots community organization based in San Francisco's Mission District. Support has primarily been derived from dedicated individuals and community members who have provided pro-bono time and expertise, earned income, licensing fees, CAMP's annual Block Party, individual donations, and grants.

FISCAL ANALYSIS:

Overall Fiscal Outlook

CAMP has a strong balance sheet and has ended each fiscal year since 1993 in the black. The overall financial picture is strong. Expenses match revenues, and programming is provided with secure funding.

1. CAMP distinguishes itself among its peers by its significant stream of earned income through: 1) licensing fees for usage of its murals in productions such as programs for Netflix; 2) fees for tours; and 3) fees for speaking engagements.
2. The organization now requires all of its murals to be registered with the U.S. Copyright Office, allowing the organization to pursue legal action and collect monetary compensation when corporations use its works for profit-making activities without CAMP's permission.
3. CAMP receives approximately \$5,000 in unsolicited individual donations annually, indicating that community members appreciate the work of CAMP.
4. When CAMP does seek grant funding through foundations it has a high rate of success with highly respected foundations, such as the Ford Foundation, San Francisco Foundation, and Asian Cultural Council.
5. CAMP currently has very few overhead expenses, most notably the organization does not pay rent or have a mortgage, nor is it burdened with payroll expenses.
6. In the long-term, CAMP will be more financially secure by increasing its grant funding and individual donations. The organization will need to put more directed attention and resources towards this effort.

STRATEGY PYRAMID:

Three categories provide a system for identifying and understanding the areas that CAMP needs to examine. Organizational strategies address big picture issues about the organization, including mission and vision, governance, and partnerships. Programmatic strategies enable CAMP to develop programming that increases the impact on participants. Operational strategies address administrative processes, capacity, and systems. They are aimed at enhancing efficiencies and task execution.

Category	Strategies
Organizational	1. Strengthen the Board 2. Strengthen external partnerships 3. Create structure for volunteer engagement
Programmatic	4. Build on strengths and address concerns as identified through the Stakeholder Interviews 5. Link program planning to the results of Matrix Mapping to help make decisions
Operational	6. Reorganize the organization's operating structure 7. Focus on development and communications

Table 5: Strategies for CAMP

ORGANIZATIONAL

Strengthen the Board:

Seek out new members who have a passion for the work of CAMP, commitment to being actively involved, and resources (e.g. experience, knowledge, and connections) needed by the organization to continue providing essential programs/services to communities. Provide opportunities for the Board to be actively involved in the organization and to better know and understand the communities served by CAMP. Establish a 100% giving policy for all Board members. All Board members will be asked to give a financial donation, even if it is minimal. However, members can make this up by raising the remainder of the agreed upon targets to be raised by each Board member.

Create Structure for Volunteer Engagement:

Look to organizations that have established volunteer programs as possible models to draw on. One of CAMP's community partners is also an all-volunteer organization and has had a consistent weekly volunteer program since 2001.

Strengthen External Partnerships:

Build on existing relationships with current partners and develop new partnerships with organizations, businesses, and individuals that share CAMP's mission and vision. This will be more of a priority once the capacity has been expanded through the creation of a structured volunteer program, volunteer internships, and contract support when needed.



Event with Anti-Eviction Mapping Project, 2015

PROGRAMMATIC

Build on Strengths and Address Concerns as Identified Through the Stakeholder Interviews:

Segment from Stakeholder Interviews		
What do you see as CAMP's greatest strengths? Weaknesses?		
Strengths:		
# 1	Integrity	69%
# 2	Strong, Accessible Public Artwork	50%
# 2	Takes Risks	50%
# 3	Determination / Fighting Spirit	46%
Weaknesses:		
# 1	No Physical Space	31%
# 1	Co-directors Need More Support	31%
# 1	Structure that has led to too much weight on co-directors	31%
# 2	No Signage on alley about overall project	27%
# 3	Anonymity – Need more recognition	19%
Is there anything you would like to see CAMP do more, or less of?		
More:		
# 1	Community Outreach / Building	65%
# 2	Events	54%
# 3	Educational Activities	42%
Less:		
# 1	Miscommunication	8%
# 2	Photo Shoots on Alley	4%
# 2	Confrontation	4%

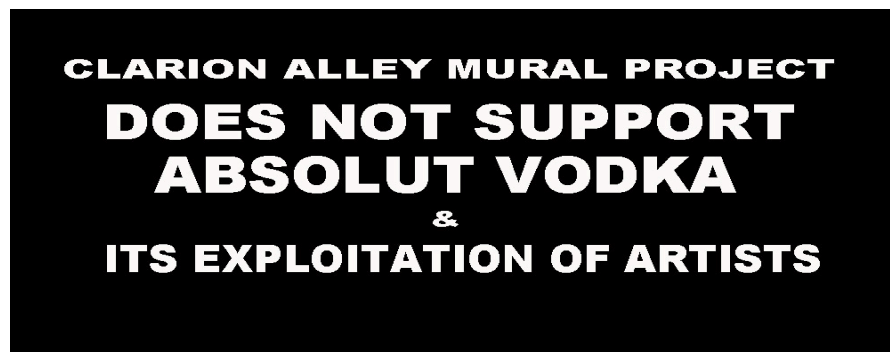
Table 6: Stakeholder Interviews segment – Strengths & Weaknesses, More & Less

It is important to note that CAMP's greatest strength as voiced in the stakeholder interviews by 69% of respondents, is "*Integrity*"; in other words, CAMP is a trusted and respected organization. This designation helps to support CAMP as it moves forward by suggesting that community members think highly of the organization's mission and work and will stand behind it and support it.

Fifty percent of respondents noted both "*Strong, Accessible Public Artwork*" and "*Takes Risks*" as strengths, implying that CAMP is seen as being innovative and willing to support causes and positions that are unpopular and/or potentially dangerous.

Forty-six percent of participants noted "*Determination / Fighting Spirit*" as a strength. This characterization supports CAMP's role as a force that stands behind its stated mission and vision.

Taken as a whole, the three top responses that stakeholders would like to see CAMP do more of indicates they would like *more opportunities for community members to connect with one another and learn*.



CAMP Facebook header, 2015

CAMP's core programming provides the communities it serves with socially engaged and aesthetically innovative public art, events, education, and advocacy rooted in a social justice framework; all are community-driven and responsive to the communities served. Stakeholder interviews, audience numbers, media responses, and commitments to and from the community indicate CAMP is meeting multiple goals and expectations.

OPERATIONAL

Build the Infrastructural Capacity

Ensure organizational structure is aligned with CAMP's goals, meets the needs of the community, meets the needs of the organization, and lays the foundation for the future.

One of the benefits and challenges that CAMP has faced is its position as an all-volunteer organization. While this allows for greater autonomy, it would benefit CAMP to create a pilot program of stipend positions to provide support and accountability for the organization.²

² Five new stipend positions have been created in 2019 and will be reflected in the year-end assessment.

Contracted positions would allow CAMP to measure the costs and benefits of providing compensation for specific programming/services, while not hastily committing to a staffing structure that the organization does not have the capacity to support. Consider the following positions:

- Community Organizer to conduct community outreach and visibility, as well as help to organize community events;
- Program Coordinator to oversee the programmatic operations and support the Co-Directors; and
- Web and Social Media Coordinator to oversee Web and social media presence.



Al Juthoor of the Arab Shatat performing at mural dedication event for 3 Murals in Support of Palestine, organized by Art Forces and Palestinian Youth Movement, 2018

Focus on Development and Public Relations/Visibility

Concentrate the co-directors' development efforts on diversifying funding streams, cultivating new and greater support from foundations, and establishing a financial plan to enable expansion of CAMP's current programs and services.

Create and implement a marketing and communications plan that incorporates social media, online resources, events, publicity, and creative outreach approaches. Also ensure uniform messaging throughout public relations materials.



- **STRENGTHS & CHALLENGES IMPACTING CAMP**
- **PRIORITIES & GOALS FY19 – FY21**

CONSTITUENCY / LANDSCAPE:

CONSTITUENCY / LANDSCAPE	
Current Impacts	What is CAMP providing that the Greater Community is Not?
<ul style="list-style-type: none"> • Gentrification • Policing • People experiencing homelessness • Legalization of pot • Tourism • Changing demographics – whiter, Asian, wealthier, more male • Bro and nerd and geek chic culture • “Sharing economy” - Uber and Lyft Vehicles parked everywhere and taking up spaces • Families / individuals struggling economically, facing eviction or job loss • Social media / culture mining / exploitation • Population boom and development • Infiltration of money • Culture of apathy, indifference, entitlement • Privatization – lack of commons • Sweeps – city interventions of communities not “desirable” to the city “optics” • Higher visibility because of the popularity of street art and murals – social media is fitting to CAMP’s messaging – greater reach • Social connections to many communities, organizations, individuals – part of large, extended networks 	<ul style="list-style-type: none"> • Visual culture and representation of culture • Non-commodification of art • One of the only art spaces that free, accessible, and comfortable to visit • Political messaging on such a large scale – commons – uncensored, gritty, revolutionary • Accessibility – welcome to EVERYONE 24/7 • Opportunity for some artists to earn money by soliciting donations from the tourists • Creates job opportunities • Free events • Character of the Mission – attraction • Unpretentious opportunity – artists don’t have to be established • CAMP goes to bat and stands up for artists against exploitation by corporations



Shame & Solutions, 2014

Constituency / Landscape Priorities & Goals FYE 2019 – FYE 2021

1. *Remain committed to a community-based social justice agenda that offers weight, voice, and support to the communities CAMP serves*

Objective: To ensure CAMP's programs/services are participant-driven and guided by ongoing input and feedback from stakeholders.

Anticipated Outcome: CAMP's programs/services are for the community, by the community, and of the community.

2. *Launch and/or support the expansion of an existing Community Ambassadorship Program.*

Objective: To help serve the increasing numbers and needs of the communities CAMP serves.

Anticipated Outcome: CAMP will expand its capacity to be a commons where culture and dignity speak louder than the free-market capitalist rules of private property or a lifestyle that puts profit before compassion, respect, and social justice.

Key Goals

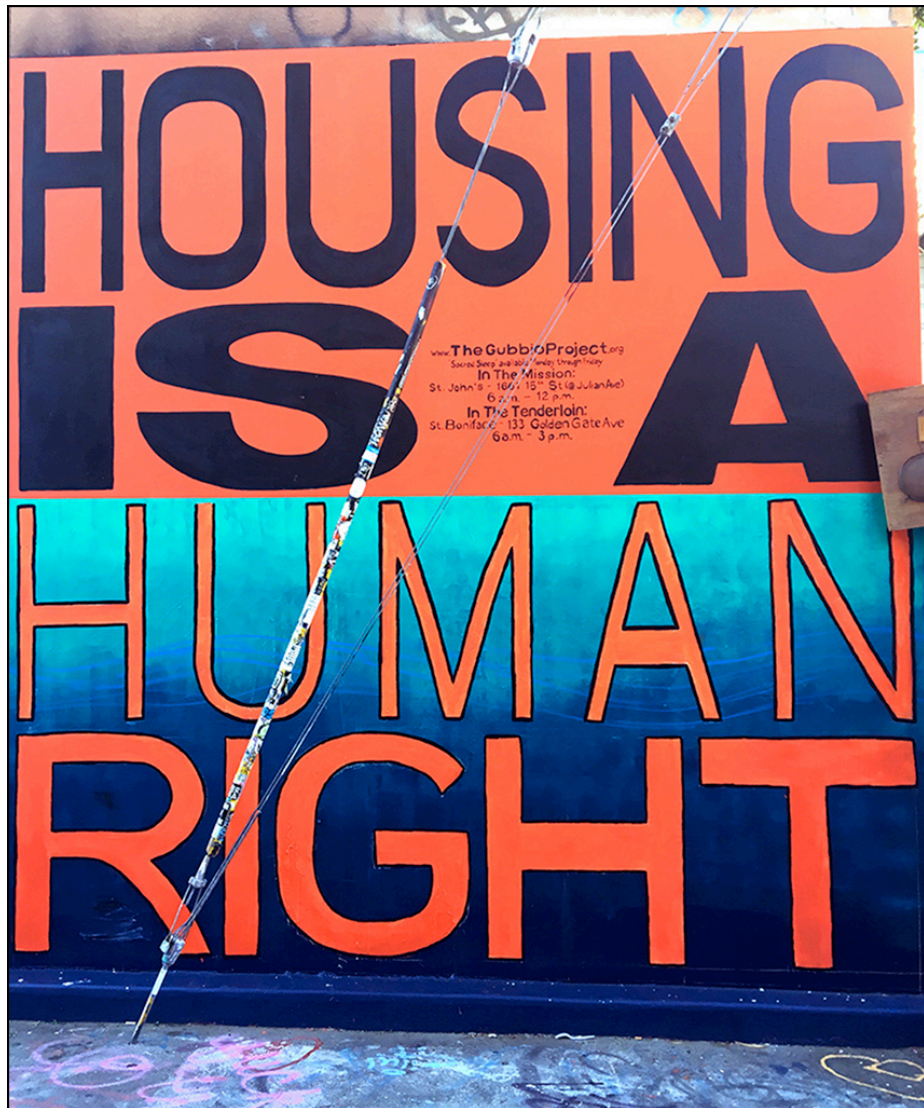
1. Respond to community events/needs and community shifts as needed

- Policy statements, Op-Eds, Blogs
- Social Media
- Responses through mural works

- Attend community meetings
- Support of community coalitions – e.g. Plaza 16 Coalition
- Sponsorship of Events
- Membership of organizations

2. More agency of CAMP in Clarion Alley – presence in the alley – Ambassadorship Program

- Look at existing models – Civic Center Commons Stewardship & current Mission oversight programs
- Work with community organizations/partners to determine feasibility and possibilities
- Draft clear description/proposal with budget of program



Housing Is A Human Right, Megan Wilson & Christopher Statton, 2017, Calling attention to the work of The Gubbio Project

INFRASTRUCTURE:



INFRASTRUCTURE

Strengths – What's Working	Challenges / Barriers
<ul style="list-style-type: none"> • CAMP has created a Board • On top of the administration and organization • Block party – beautiful chaos • Consistent communication – call and response timely 	<ul style="list-style-type: none"> • Only two people managing majority of administration <ul style="list-style-type: none"> ○ Not enough communication within the different groups/individuals ○ Board ○ Block Party folks ○ Mikey crew ○ Bems / Dno / Roberto ○ Graff writers via CUBA – ex-vandals ○ Artists who have been curated through CAMP administration ○ Christian writers group ○ BKF • Lack of ability to support because there is no clear structure • Lack of formal engagement and commitment – consider how it's being put out there – how can that shift so that CAMP can succeed • Would be really useful to have more folks who live on the alley be involved • Need specific committees to be established

Infrastructure Priorities & Goals FYE 2019 – FYE 2021

Strengthen CAMP's Infrastructure.

Objective: To ensure the sustainability and effectiveness of the organization.

Anticipated Outcome: CAMP will have solid human resources, financial resources, and structure in place to support the organization's programming and ability to fulfill its mission.

Key Goals:

- 1. Creating structure and division of labor**
 - Create stipend positions if/when possible
 - Draft Board Roles & Responsibilities
 - Draft clear division of labor between Co-Directors
 - Look to volunteer program models
- 2. Reaching out and reconnecting and connecting with the various groups/ individuals who are stakeholders of CAMP**
- 3. Communications – open lines internally and externally**
 - Google Docs
 - Calendar
- 4. Bringing on designated interns**
 - Reach out to schools
- 5. Determine when to activate as own 501c3 and plan with IAM**



Construction of Condo Development at 17th & Valencia / Clarion Alley, 2002

PROGRAMMING:



Trapeze Girls, Susan Greene, 1997

PROGRAMMING

Strengths – What's Working	Challenges / Barriers
<ul style="list-style-type: none"> • CAMP does a great job curating walls and keeping it diverse over its history <ul style="list-style-type: none"> ◦ Inclusivity ◦ Representation of diverse voices • Significant connection to community • CAMP's handling of conflict – diplomacy • Integrity – foundational • Relevant content – continuously • Consistent political edge that isn't seen elsewhere • Willing to take risks – and back up risks • Archiving and administration • Artists rights in a digital age – CAMP stands up for and takes risks • Website • Legal • Tours – tailored to audience and context • Events – working really well – alive & vibrant 	<ul style="list-style-type: none"> • Hard to get folks who follow-through with mural restoration – support artists better • Capacity – resources – physical space • Board members don't know how to get involved or plug-in – would like to be included in communications • Need to create more of an openness for Board members to have an ability to step in • Tech support – communications • Increase access/outreach to communities • Availability of space for new works • Need established process for rotation – establishing mural spaces and designation / curation • Need to be able to define involvement • Need to finish mapping and understand and know who maintains over each wall • White male representation

Programming Priorities & Goals FYE 2019 – FYE 2021

Build the Capacity of CAMP to Best Support, Sustain, and Build on Current Programs and Services.

Objective: To meet the increasing needs of the communities CAMP serves.

Anticipated Outcome: CAMP will continue to be a commons where culture and dignity speak louder than the free-market capitalist rules of private property or a lifestyle that puts profit before compassion, respect, and social justice

Key Goals

1. Cover Operational Needs

- **Curatorial / Artist Relations**
 - Finish mapping Alley
 - Establish process for curation & response to submissions
 - Have signed MOU and copyright for each artist / mural
- **Website & Archiving - CAMP Website Updates, Archiving, & Social Media**
 - Capture/document articles from archived press originals
 - Active presence on social media – set up linked accounts (twitter/IG/FB)
 - Document new murals / the alley regularly
 - Update Website regularly with new murals, events, tours, information & regular Blog Posts
 - Archive CAMP documents
- **On Site - Alley Maintenance and Neighbor Relations**
 - Trash pick up (or call DPW)
 - Alley Ambassadorship
 - Check in regularly with residential and business neighbors
 - Rapid Response: painting “place holder” murals
- **Fundraising & Finance**
 - Grants
 - Earned Income – licensing, merchandising, events, tours, fees for service
 - Individual Donations
 - Annual fund development plan & Budget(s)
 - Distribute money as needed - artist stipend, income distribution to artist, action group budget
 - Taxes & Bookkeeping
 - Fundraisers
- **Events**
 - Annual Block Party/ Annual Summer CAMP/ One time Fundraisers
 - Permits
 - Rentals
 - Volunteers

- **Community Outreach & Education**
 - General public tours
 - Education on and off the alley with schools/school groups – tours and activities
 - Structure for establishing and maintaining community partnerships
 - Negotiate discounts for official CAMP members/affiliates from local shops
 - **Legal**
 - Ongoing copyright monitoring & Trademarks
 - Communications with CAMP's attorney
 - **Public Relations / Communications / Press**
 - Media contact
 - Structure for regular communications / press releases
 - Respond to interview requests and general comments and questions
 - Community position statements
2. **Division of Labor – Understanding what needs to be filled with support – designation of those roles**
 - Partnerships
 - Internships
 - Bracketing
 - Designation of management
 3. **Physical space of the alley**
 - Mapping – contents, who is designating the spaces – Diversity and temporal – representation
 - Welcoming and consistent presence that can provide information and education
 - Connection to residents and space
 4. **Communication – lines of communication – accessibility and sharing information**
 - Create systems
 5. **Need more representation on the walls**
 - Cultivate representation with members of Black and American Indian communities



Chuy Campusano, 1994

BOARD OF DIRECTORS:



Opening for ARISE: The Power of Political Art, 518 Valencia, co-sponsored by CAMP, Art Forces, AROC, and PAN

BOARD OF DIRECTORS

Strengths – What's Working

- Connections with new communities and new projects
- Generation of vision and ideas
- Discussion of structure and creating a template for moving forward – as to what is needed
- Representation of more voices and community
- Getting to know one another and build trust and communication and group cohesion
- Diversity – more voices – more representation of experiences
- Initiating strategic plan

Challenges / Barriers

- Lack of representation from Black community
- Not organized enough – need to speed up the division of labor and support – might need to begin adding more Board members
- Develop guidelines for division of labor based on abilities of each member

Board of Directors Priorities & Goals FYE 2019 – FYE 2021

Continue to Build an Active, Diverse, and Informed Governing Board of Directors.

Objective: To maintain a solid foundation of knowledge and leadership with a clear sense of responsibilities and expectations.

Anticipated Outcome: CAMP will sustain a solid, active Board that is fully committed and invested in all key areas of the organization.

Key Goals

- 1. Organize and speed up the division of labor and support**
 - Create structure for Board members to plug into
- 2. Add new diverse Board members**
 - Clarity of Roles & Responsibilities
- 3. Develop guidelines for division of labor based on abilities of each Board member**
 - Mural maintenance, community outreach, events, fund development, writing
- 4. Establish a document that outlines roles and responsibilities**
- 5. All Board member give financial support** (doesn't need to be any set amount – what each Board member can afford to give – and can raise the remainder through fundraising (give and get))



I Know Which Way The Wind Blows, Brian and Jasper Tripp, 1997

FISCAL HEALTH:

FISCAL HEALTH	
Strengths – What’s Working	Challenges / Barriers
<ul style="list-style-type: none"> • Small org able to bring in as much as we have – for the capacity that CAMP has • Having a successful fund development professional volunteering time towards CAMP • IAM managing our funds • CAMP has built A LOT of good will and community support and relationships– that could be turned into financial support • Creative value • Integrity and we stand by our values • CAMP is and always has been financially stable • Block Party • People love CAMP 	<ul style="list-style-type: none"> • Lack of tracking and closer management • Diversifying fund development strategies <ul style="list-style-type: none"> ○ Merchandizing ○ Grants ○ Fundraisers / Events ○ Matching funds ○ Publication ○ Individual ○ Crowdsourcing ○ Clarion Alley Community (ATA model – Fara) • Division of labor – need more capacity and support to free up time

Fund Development Priorities & Goals FYE 2019 – FYE 2021

Maintain Financial Stability and Expand CAMP’s Operating Budget to Meet the Organization’s Capacity-Building Needs.

Objective: To create a solid foundation for financial stability.

Anticipated Outcome: CAMP will have the ability to fully support its infrastructure and its increasing capacity needs to fulfill its mission.

Key Goals

- 1. Tracking finances and fund development - closer management**
 - Create internal system separate from IAM
- 2. Diversifying fund development strategies**
 - Grants
 - Fundraisers / Events
 - Publications / Merchandising
 - Individual Giving / Crowdsourcing
- 3. Division of labor – need more capacity and support to free up time**
 - Create stipend positions
- 4. Annual fund development plans, including annual org budget**
- 5. Relationship building**
- 6. Working closer with IAM**

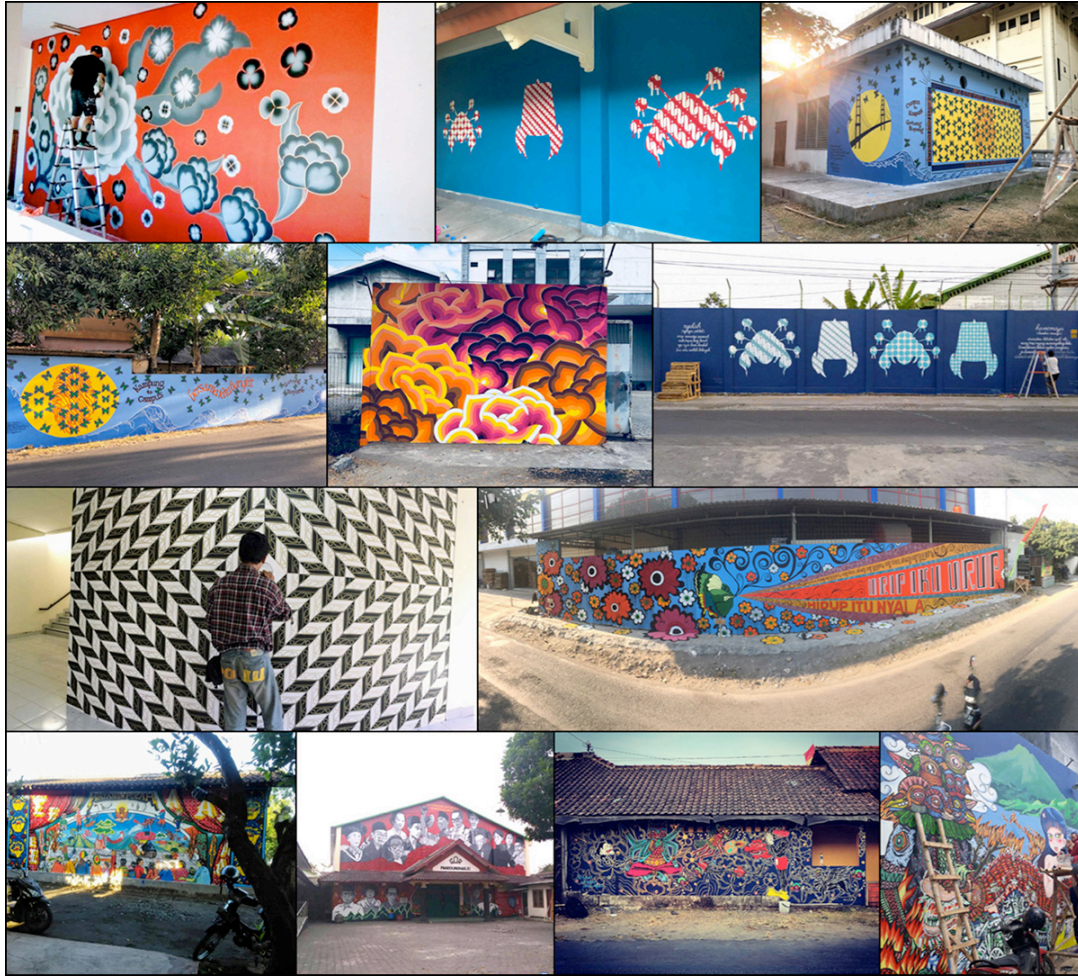
VISIBILITY:



International Exchange & Residency *Bangkit/Arise* Presentation at the Asian Art Museum, 2018

NETWORKING/ COMMUNITY OUTREACH/ BUZZ/ MOMENTUM

Strengths – What's Working	Goals/Improvements
<ul style="list-style-type: none"> • Person-to-person / word-of-mouth • Organically via the alley itself • Website • Unsolicited publicity and press • Being included in large film and television productions • Block Party • Tours – CAMP's and other unsolicited tours • Classroom presentations and artists' talks • Interviews • Press outreach • Travel / tourism guidebooks • Events • Community partners • Inclusion in academic research • Tourists • Social media • Music scene 	<ul style="list-style-type: none"> • More intentional • Signage • Asking artists and community partners to include CAMP on their Websites – link to • Social media management - dedicated intern • Ad words • More community collaborations • More events



Murals created in Yogyakarta Indonesia, 2018 as part of International Exchange & Residency *Bangkit/Arise*

Networking/ Outreach Priorities & Goals FYE 2019 – FYE 2021

Increase CAMP's Visibility.

Objective: To develop tailored strategies to educate and inform various stakeholders (e.g. existing and potential audiences, community partners, funders, policy makers, academics, and the general public) of CAMP's work.

Anticipated Outcome: CAMP will successfully reach targeted communities and new audiences to fulfill its mission and vision.

Key Goals

- 1. More intentional about how we outreach and get the word out – being active**
 - Possible Board assignment
- 2. Signage**
 - Priority
 - Collect proposals

3. **Asking artists and community partners to include CAMP on their Websites and link to**
 - Possible Board assignment
4. **Social media management - dedicated intern**
 - Create stipend position
5. **Ad words**
 - Possible Board assignment
6. **More community collaborations**
 - Build off of recent mural projects and *Bangkit/Arise*
7. **More events**
 - Mural dedications
 - Poster syndicate
 - Collaborations
8. **Creating community through email – eBlasts**
 - Part of stipend position
9. **Publication and Distribution of *Bangkit/Arise* book**
 - International audience and potential for significant recognition
 - Generate revenue



Printing at the Climate March, September 2018 as part of International Exchange & Residency *Bangkit/Arise*

PARTNERS:



We All Deserve A Healthy and Safe Community, Hospitality House, 2016

PARTNERS	
Strengths – What’s Working	Challenges / Barriers
<ul style="list-style-type: none"> • Film Commission has given CAMP recognized agency • Partnership with Community Thrift has re-established and is in a good space • Can depend on our partners to have our backs and support CAMP when/if needed • Publicity – helps to bring folks to CAMP • Community • Reciprocity around social/political campaigns and support • New audiences – intentionally and unintentionally • Support and visibility to CAMP’s artists • Financial support • Physical space (ATA) • Mutual aid – trading support – gift economy • Human resources 	<ul style="list-style-type: none"> • Relationship with Community Thrift needing to be repaired and the issues around insurance • Clear communications with all community partners • Division of Labor – lack of capacity



House Keys Not Handcuffs, Western Regional Advocacy Project (WRAP), 2017

Partner Priorities & Goals FYE 2019 – FYE 2021

Work Collaboratively with Community Partners.

Objective: To collectively share best practices, successes, and challenges, support one another's work, and to support and produce socially engaged and aesthetically innovative public art.

Anticipated Outcome: CAMP will have greater community capital and resources to fulfill its mission.

Key Goals

- 1. Continue to strengthen relationship with Community Thrift and determine insurance issue**
- 2. Clear communications with all community partners**
- 3. Division of Labor – build capacity**
 - Create stipend position
- 4. Create relationships with local businesses to see about community discounts**
 - Offer link on our Website and recognition and recommendations
- 5. Acknowledge and find ways to thank partners annually**
 - Possible Board assignment
- 6. Cultivate new partnerships**
 - African American Arts and Culture Complex
 - International partners / collaborations / exchanges
 - Reach out to neighborhood organizations
 - Attend community events and meetings
 - Create stipend position



1. ***What is the best approach for ensuring the sustainability of a grassroots community-based public arts organization rooted in a social justice framework to meet the challenges and opportunities of a city that is rapidly changing due to gentrification and the resulting economic and cultural disparities?***

During the planning process operational needs and program priorities were established and new funding directions were identified. Challenges and strengths within each planning area were noted and addressed/utilized. Actions that would strengthen the programmatic, operational and organizational aspects of CAMP were laid out. Fully implementing and regularly evaluating the strategies as well as the activities that informed the strategies will result in CAMP ensuring its sustainability as a grassroots community-based public arts organization rooted in a social justice framework to meet the challenges and opportunities of a city that is rapidly changing due to gentrification and the resulting economic and cultural disparities.

2. ***How does CAMP utilize its unique position as a free, public arts space that curates the physical visual environment of one alley block in San Francisco's Mission District to impact social change in support of marginalized and disenfranchised communities?***

Through the planning process it became clear that CAMP holds a considerable amount of influence due to its highly visible location and recognition as a destination, as well as the community response that the organization's greatest strength is its integrity. CAMP can utilize this position through the strategies and activities identified in the planning process and laid out in the Action Steps & Benchmarks.

3. ***How does CAMP use its recognition as a highly respected public art/ street art space to impact greater global movements in support of social/ racial/ environmental/ economic justice?***

See above response to #2.