

# FOLSOM STREET

## 2021-2022 STRATEGIC PLAN



# FOLSOM STREET

®

## TABLE OF CONTENTS

EXECUTIVE DIRECTOR'S MESSAGE | PAGE 1

ORGANIZATIONAL PROFILE | PAGE 3

MISSION | PAGE 5

VISION | PAGE 7

STRATEGIC ACTION PLAN STRUCTURE | PAGE 8

MEASURING FUTURE SUCCESS | PAGE 9

ORGANIZATIONAL VALUES | PAGES 11-12

STRATEGIC OBJECTIVES | PAGES 13

THE PLAN | PAGES 14-18

**FOLSOM  
STREET**

®

## 2021 STRATEGIC ACTION PLAN UPDATE

GUIDING THE FOLSOM'S WORK IN THE ADVANCEMENT OF OUR MISSION TO PROVIDE A SAFE, OPEN, AND INCLUSIVE ENVIRONMENT FOR THE KINK, LEATHER, AND ALTERNATIVE SEXUALITY COMMUNITIES WHILE CENTERING EQUITY FOR BIPOC AND LGBTQA2I+ PEOPLE IN OUR WORK.

“

*All that you touch You Change. All that you Change Changes you.  
The only lasting truth Is Change.*

— Octavia E. Butler



## EXECUTIVE DIRECTOR'S MESSAGE

I have a very specific vision for Folsom Street, an organization and experience I've loved most of my adult life. I want the amazing impact that this org has made to go further, and for us to live up to our potential for serving the most marginalized in our communities. The very intense growing pains of the last year have brought us closer, and I'm committed to my part in continuing our growth in anti-racism, gender equity, disability justice and overall decolonization of sexual liberation. Sexual liberation is part of overall liberation, and our rights to pleasure and joy are crucial to our shared wholeness. The work represented in this report are real strides in that direction and I'm proud to be part of it.





# Our Mission

***Folsom Street is committed to cultivating*** a safe, open, and inclusive environment for the kink, leather, and alternative sexuality communities while centering equity for BIPOC and LGBTQA2I+ people in our work. We are rooted historically in the fight against gentrification and displacement both here in San Francisco, on unceded Ohlone land, and worldwide. We unite, strengthen, and affirm the community through support, resources, education, advocacy, visibility, and celebration by centering and uplifting marginalized voices. We are dedicated to sexual liberation and the right to pleasure as a crucial part of the whole liberation movement.

***Folsom Street is an explicitly anti-racist organization and we are committed to decolonizing our practices. We welcome feedback and guidance from our communities.***



# FOLSOM STREET

®



# Our Vision

Folsom Street is committed to cultivating a safe, open, and inclusive environment for the kink, leather, and alternative sexuality communities while centering equity for BIPOC and LGBTQA2I+ people in our work. We are rooted historically in the fight against gentrification and displacement both here in San Francisco, on unceded Ohlone land, and worldwide. We unite, strengthen, and affirm the community through support, resources, education, advocacy, visibility, and celebration by centering and uplifting marginalized voices. We are dedicated to sexual liberation and the right to pleasure as a crucial part of the whole liberation movement.





# Strategic Action Plan Structure

This action plan will guide the work of Folsom Street over the next year. The plan is designed to ensure that federal and state requirements are met, that Folsom Street adheres to its newly adopted mission & vision, its anti-oppressive and anti-racist commitment, and remains responsive to the needs of all its stakeholder groups, internal and external.

The plan first establishes the organization's mission and vision with five central organizational strategic goals and objectives that will guide our collective work. These are major themes which emerged from our strategic thinking/planning sessions facilitated by The Lindsay Group Co.

Each goal will be met through the objectives and strategies communicated by the internal stakeholders of our organization.





# Measuring Future Success

Success in implementing this strategic action plan will be measured through the use of a results based accountability framework designed by The Lindsay Group Co. The RBA approach will evaluate how well the organization is performing quarterly. This may be done independent of or with The Lindsay Group Co.

Summary reports of organizational performance will be constructed and communicated across the organization and to external stakeholders on a quarterly basis.



# FOLSOM STREET

®





# Organizational Values & Practices

The goals and strategies outlined in this report project how we will shift the way we commit to anti-oppressive practice, create a culture of reflection & open accountability, feedback, adaptation, and gratitude, advance our mission and long vision for our service work.







## Organizational Values & Practices

- ✓ Transparency and truth. We are dedicated to staying open to change and rising to our challenges together.
- ✓ Humility and persistence. We are committed to collective leadership, fresh thought, and creative solutions.
- ✓ Sustainability and vision. We look to our mission and long vision to guide our future and our growth.
- ✓ Equity and accountability. We create spaces that center marginalized people with dignity and respect.
- ✓ Integrity and authenticity. We show up for each other and the community by confronting and shifting oppressive dynamics.
- ✓ Subversion and creativity. We break stigmas and stereotypes and build connection through service.

# Key Strategic Objectives

**Objective 1**

**Being an Anti-Oppressive &  
Anti-Racist Organization**

**Objective 2**

**Inclusive Stakeholder Engagement**

**Objective 3**

**Organizational Sustainability & Resiliency**

**Objective 4**

**Ensuring Accountability**





# FOLSOM STREET

®





# Being an Anti-Oppressive & Anti-Racist Organization

Goal #1: Folsom will maintain its commitment to being an antiracist and anti-oppressive organization and prioritize Diversity, Equity, Inclusion (DEI) practice and advancing racial justice.

**FSE will engage the following activities in an effort to maintain its commitment to being antiracist and anti-oppressive organization.**

- Target efforts to increase diverse representation at every level of the organization.
- Continuously work to identify/examine how individual power and privilege may contribute to inequitable systems and intentionally discuss barriers and solutions to shifting power dynamics.
- Explore the social construct of race; recognize and examine our privilege in society based on the intersectionality of our identities; and continuously examine the impact of systemic racism
- Folsom Street will continue its commitment to antiracist and anti-oppressive practice by providing employees with facilitated antiracist workshops
- Develop a communications strategy to inform diverse populations of the organization's activities and invite them to participate
- Work to build effective informal/formal partnerships & alliances with organizations and leaders in alignment with Folsom Street's core values and mission.
- Develop formal partnership agreements with organizations representing communities and populations facing disparities
- Share resources with partners from communities and populations facing disparities
- Work to engage communities and populations facing disparities in the organization's decisions (e.g. board, committees, advisory groups, community listening sessions, etc.)
- Develop strategies to remove barriers and create opportunities to participation of communities and populations facing disparities
- Review organizational contracting policies, vendor selection, resource allocation, etc. from a DEI perspective
- Develop strategies to actively include diverse staff and board in decision-making processes
- Integrate DEI into the organization's programs in a strategic and explicit way
- Develop and implement culturally and linguistically appropriate services and practices
- Provide translated materials and interpretation to ensure diverse communities can participate
- Provide programs and services in non-traditional settings that increase access to those services
- Conduct outreach and communications to engage diverse communities in the organization's work

# Inclusive Stakeholder Engagement

Goal #2: Folsom Street will execute strategies and actions required to promote engaging and productive involvement of all stakeholders in organizational, project, and program decision-making and execution.

**The following strategies below outlines the methods of outreach and involvement of various stakeholders.**

- Lead to more equitable and sustainable social development by giving those who have a right to be heard the opportunity to be considered in decision-making processes;
- Create engagement opportunities that allow for the pooling of resources (knowledge, people, money and technology) to solve problems and reach objectives that cannot be reached by Folsom Street alone
- Establish an infrastructure for collecting and processing feedback from external & internal stakeholders quarterly.



**FOLSOM  
STREET**

®

# Organizational Sustainability, Evidence-Based Practice, and Resiliency

Goal #3: Folsom Street will prioritize fundraising activity to ensure organizational sustainability. Folsom Street will also demonstrate its commitment to being a results driven organization by continuously gathering data concerning all aspects of the organization, enabling the organization to use the right data at the right time which will foster inclusive and conclusive decision-making.

**Folsom Street leadership and equity committee will ensure that the organization continues its commitment to antiracist and anti-oppressive practice by providing quarterly facilitated antiracist workshops that focus on the following objectives:**

- Commission the development of fundraising prioritizing growing a diversified funding base, limit crisis fundraising, and integrate fund development with other program activities and plans.
- Establish a fundraising committee intended to steer and sustain fundraising and advancement activities.
- Develop and use an equity impact assessment tool to guide organizational planning and decision-making.
- Develop mechanisms to measure and monitor progress towards achieving the organization's DEI goals.
- Imagine and include DEI metrics or indicators in evaluations, planning, program assessments and/or accountability mechanisms.
- Collect community feedback on the organization from both program and DEI perspective.
- Make data accessible and trustworthy
- Consider a cohesive platform that supports collaboration and analytics
- Establish a data integration and pipeline environment with tools that provide federated access and join data across sources.
- Develop and implement systems for collecting disaggregated demographic data for populations served by the organization and its programs.
- Train staff on best practices for collecting, analyzing and reporting on disaggregated demographic data.
- Analyze disaggregated demographic data and share results with organizational stakeholders
- Use disaggregated demographic data to inform planning and decision-making



# Ensuring Accountability

Goal #4: Folsom Street is 100% committed to its mission, values, and goals, as well as everyone's role in working toward them. Accountability for Folsom Street means holding all stakeholders responsible for accomplishing these goals, completing assignments, and making decisions that deliver on these expectations.

- Create opportunities for key staff and/or board to attend DEI training or leadership development program(s)
- Observe the newly adopted bylaws and adhere organizational rules of governance
- Utilize relevant DEI tools, resources and best practices to advance the organization
- Engage external consultants or partners to provide neutral party assistance with facilitation of group and individual level grievances/conflict
- Establish and charter an accountability committee that advises the Folsom leadership on organizational performance, budget priorities and stakeholder engagement
- Secure additional funding to advance the core values of the organization
- Develop fundraising and financial internal controls to ensure organizational sustainability
- Establish and charter a equity committee designed to focus on steering and strengthening the organization's DEI work
- Increase the number of bilingual and multiracial members in position of power and influence
- Provide ongoing DEI learning opportunities for board, staff, volunteers and community
- Establish and maintain trust with all members of our community including those who identify as marginalized



**FOLSOM  
STREET**

®

**FOLSOM  
STREET**®