

---

# The Walls Project Strategic Plan

2023/2024/2025

---

This document is a living document. The purpose of this Strategic Plan is to share with Walls' Board of Directors, Staff, Investors, Community Partners, Stakeholders, Supporters, and Volunteers, the strategic work The Walls Project intends to conduct for the period beginning July 1, 2022, ending June 30, 2025. This plan will be monitored and adjusted as needed to maximize organizational output and ensure community impact.



## Overview

Walls works to break through and tear down the societal walls that discourage or prevent people from living safe, healthy, and prosperous lives. Walls offers a bold vision for what's possible in a community, finding ways to surpass societal barriers and creating pathways for economic prosperity; lifetime-learning; creative expression; and healthy living for all, particularly for those impacted by poverty.

Walls' unique approach combines creative community reactivation efforts and strategic educational programming to foster community pride and optimism, plus promotes a positive sense of place in high-need, underinvested communities. This pride of place contributes toward building and reinforcing fertile, supportive socio-economic ecosystems for residential stability, community investment/reinvestment, job creation, plus economic development.

To effectively deliver impact in these areas, Walls has prepared an estimated budget of \$2,600,000 per year in support of people and action.

## Context of Need

Walls works in geographic areas suffering from poverty, blight, unemployment and underemployment, crime, declining property values, and unstable business environments, seeking to **Enlight, Unite, and Ignite** communities for positive change. Walls envisions communities where all residents can chart a course of action and exercise reasonable control over the outcomes of their lives.

- **Walls Enlight**s by working with those in need to envision the future and its possibilities.
- **Walls Unites** by convening key stakeholders, identifying and testing social and economic barriers and challenges, and finding ways to break through, take down, go over, or go around those barriers.
- **Walls Ignites** collective action by centering the lived experiences of focus population residents, joining or developing action teams and impact programs, leading activities toward actionable outcomes, and establishing pathways to sustainability.

## What Walls Does

Walls employs 10+ staff members and engages more than 30 contractors in support of four primary areas including:

- **Providing access to fresh, healthy, affordable food and safe, outdoor spaces.** Walls' urban agriculture work addresses community hunger within a food desert. Work is conducted through Walls' **Baton Roots Urban Agriculture System** programming.
- **Delivering computer literacy training, essential soft skills development, and lifetime learning opportunities—helping to “future proof” parts of the population** and local economies through educational enrichment and workforce development. Work is conducted through Walls' **Futures Fund** programming.
- **Facilitating community revitalization and creative placemaking through public art, community development, and neighborhood blight remediation.** Public art, creative placemaking, blight remediation, and community development create a sense of place for residents to live, work, and play. Work is conducted through Walls' **Mural Arts** programming.
- **Fostering an inclusive community culture in the Capital region that leads to equitable opportunities for all.** This collective impact work focuses on disrupting drivers of poverty and strives to give everyone in the community pathways toward

securing health, wellbeing, and prosperity. **Work is conducted collaboratively with MetroMorphosis through OneRouge Coalitions.**

### **Who Walls Serves**

Since its inception in 2012, Walls has pursued areas of need where services and programming do not exist or are cost-prohibitive for some segments of the population. These areas are often inhabited by BIPOC (Black, Indigenous, People of Color) populations and are considered LMI (Low-to-Moderate Income).

Walls' unique approach combines creative community reactivation efforts and strategic educational programming to foster and inspire community pride and optimism and promote a positive sense of place for residents and businesses, in what might otherwise be characterized as high-need and underinvested communities. This pride of place contributes toward building and reinforcing fertile, supportive social and economic ecosystems for residential stability, community investment and reinvestment, job creation, and economic development.

### **How Walls Works (Organizational Core Values)**

- **Walls embraces clarity of purpose.** Walls is a multi-dimensional organization delivering programs, events, and alliances intended to disrupt poverty and give everyone opportunities to secure economic prosperity and personal health and wellbeing. Walls' brand, organizational culture, and intentionality of work are focused squarely on helping people be the best they can be through equitable access to educational, social, and economic opportunities.
- **Walls is a people-first organization and will encourage a culture of inclusion** resulting in increased representation of those who may not have participated in the past.
- **Walls will be an agent of change.** Walls is a relentless conduit for collaboration through partnerships and coalitions that strive to create systemic change.
- **Walls will facilitate a creative ecosystem wherever it works,** bringing art into its work and into the world.

### **Walls Strategic Organizational Objectives and Corresponding Programs of Action**

- Strategic Organizational **Objective #1: Walls will address issues of food insecurity** within the community and **work toward facilitating health and wellbeing** by providing an urban agriculture system that provides access to fresh, healthy affordable produce and safe outdoor spaces. **The Baton Roots Urban Agriculture System will work in support of this organizational objective** as follows:
  - Baton Roots Goal #1: Facilitate and promote community networks and local connections around food and growing food.
  - Baton Roots Goal #2: Nourish people through food, activities, and public art that promote health and wellbeing, which includes supporting mental health, social engagement, and political relevance.
  - Baton Roots Goal #3: Help build, determine, and identify economic opportunities related to urban agricultural and food systems.
  - Baton Roots Goal #4: Build and maintain a robust, enduring Baton Roots program and excellent team.

- Strategic Organizational **Objective #2: Walls will create pathways out of poverty** for individuals and improve economic development in communities where they live by **developing and expanding relevant educational and workforce training opportunities**. Walls programs and initiatives will help prepare interested students for higher education or help upskill and “future-proof” unemployed and underemployed persons for technology focused careers. **Futures Fund Tech Academy and Futures Fund Coding Boot Camp will work in support of this organizational objective** as follows:
  - Futures Fund Goal #1: Educate and train the workforce of the future (“future-proof”) for careers in technology and creative industries
  - Futures Fund Goal #2: Host spaces and situations that help create career pathways and options for participants.
  - Futures Fund Goal #3 Build and maintain a robust program and excellent team to ensure longevity, market-competitiveness, positive outcomes, and cultural competency in the workplace.
  
- Strategic Organizational **Objective #3: Walls will promote and encourage community development through public art, blight remediation, and building a sense of place** for residents and local businesses. **Walls Public Art and Community Development (Mural Arts) programming will work in support of this objective** as follows:
  - Mural Arts Goal #1: Develop an effective go-to-market strategy which includes
  - a full-range of marketing materials, engagement contracts, processes of delivery, and product definitions (including Scope of Service(s) descriptions).
  - Mural Arts Goal #2: Determine, define, and develop human capital in support of the Mural Arts mission, including supporting internal Walls’ staff professional development and means to address and meet artist(s)’ needs/expectations.
  - Mural Arts Goal #3: Increase programmatic revenue through grants, gifts, and profit-making/revenue-generating products and services.
  - Mural Arts Goal #4: Expand existing offerings, both geographically and with the number and types of art products and services (to include offerings such as performance art, healing arts, NFTs(Non-fungible tokens / digital art), etc.)
  
- Strategic Organizational **Objective #4: Walls will help create equitable opportunities for all by working to disrupt drivers of poverty. Walls work in OneRouge Coalitions will work in support of this objective** as follows:
  - ORC Goal #1: Walls will create an actionable plan to increase internal capacity and find additional resources to sufficiently support OneRouge Coalitions and the expected expansion of additional coalition work (including coalitions focused on food equity, education, and transportation). In support of ORC, Walls will attempt to secure additional sources of funding and human resources, while also identifying the potential for shared responsibilities/duties and dedicated alliances/community partners. This effort will help lessen the ORC-specific workload for Walls staff.
  - ORC Goal #2: Walls will maximize the potential opportunities ORC work presents to Walls, in terms of strategic branding, broadened networks, expanded roles and responsibilities, exploring new sources of financial support, and more.
  - ORC Goal #3: Walls will increase emphasis on working in areas related to impacts of climate change on residents, disaster planning, preparedness, and potential response on behalf of members of the communities Walls serves.

- Strategic **Organizational Goal #5: Diversify sources of financial support to strengthen organizational sustainability and longevity.** This includes relying less on short-term governmental and foundational grant funding and more on revenue sources related to income generation.
  - Walls will promote membership Inside the Walls to help generate revenue tied to recurring subscriptions.
  - Walls will increase its pursuit of individual gifts, including endowments and planned giving.
  - Walls will explore revenue sources related to for-profit work.

### **Walls Marketing and Communications Strategy**

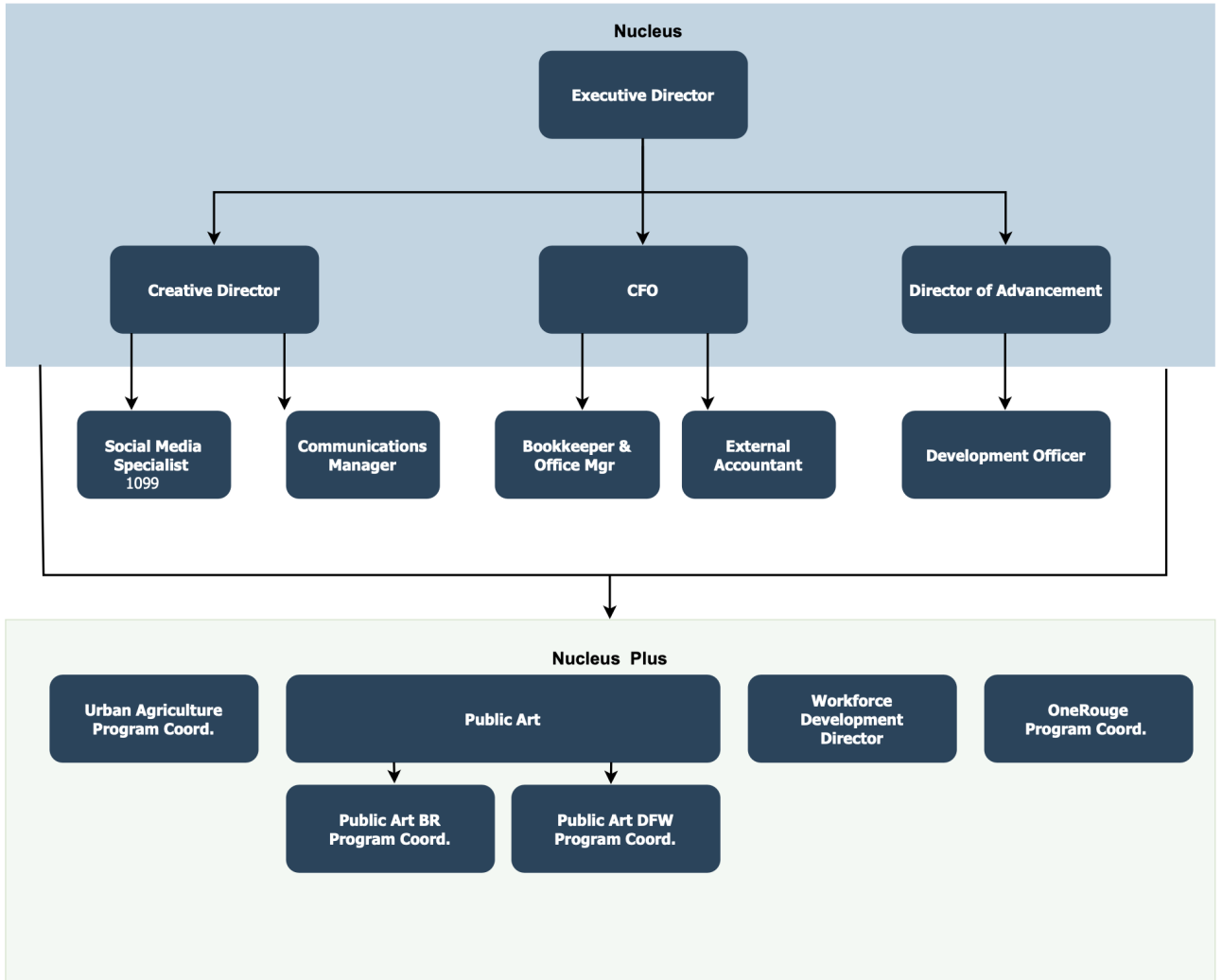
Walls marketing and communications strategy includes the following elements:

- **Web Presence:** Walls Organizational Website ([www.thewallsproject.org](http://www.thewallsproject.org)) includes a detailed narrative section for each area of primary work and focus . Through the website, Walls monitors blog engagement, membership registration, and access to members-only sections, events posting, and contact form inquiries.
- **Data Management:** Walls uses the CRM application Salesforce.com to record contact information for Walls stakeholders and clients. Walls utilizes Asana for project management.
- **Written Communications:** Walls issues a monthly newsletter. Stories are shared as blog posts on the website, available to the public at any time after publishing.
- **Walls Media:** Walls hosts a weekly podcast called Walls Plus One. Included are relevant topics of discussion and future, related activities including additional podcasts, video, and digital publishing (magazines, virtual booklets, etc).
- **Walls Reporting:** Walls will issue an annual report and a mid-year interim report.

### **Walls Organizational Structure and Board of Directors**

Following is an organizational chart for The Walls Project.





**The Walls Project Board of Directors (Current as of June 1, 2022)**

<p><b>Rex Cabaniss, AIA AICP</b> <b>(Board Chairman since Oct 2019)</b> Planning &amp; Design Director, WHLC Architecture rex@whlcarchitecture.com</p>	<p><b>Korey Patty</b> Regional Economic Competitiveness Officer, New Orleans BioInnovation Center korey.patty@gmail.com</p>
<p><b>Kendra Hendricks</b> <b>(Vice Chairman since Dec 2021)</b> Capital Region Planning Commission, Economic Development Manager KHendricks@crpcla.org</p>	<p><b>Tayanna Teel</b> Principal Community Relations Associate, Capital One <a href="mailto:tayanna.teel@capitalone.com">tayanna.teel@capitalone.com</a></p>
<p><b>Monica Vela-Vick</b> <b>(Secretary since Oct 2019)</b> Attorney, Phelps Dunbar LLP <a href="mailto:Monica.VelaVick@phelps.com">Monica.VelaVick@phelps.com</a></p>	<p><b>Sydney Epps</b> Adjunct Professor, LSU sydneyepps@gmail.com</p>
<p><b>Matt Zagotti</b> <b>(Treasurer since Oct 2021)</b> Director, Ryan LLC matt.zagotti@gmail.com</p>	<p><b>Carl Motsenbocker</b> Professor, LSU Ag cmotsenbocker@agcenter.lsu.edu</p>
<p><b>William Assaf</b> Senior Content Developer, Microsoft willassaf@gmail.com</p>	<p><b>Czarina Walker</b> Program Manager Product Development, Oracle czarina.walker@gmail.com</p>
<p><b>Tracy Smith</b> Community Engagement Manager, Center Well Primary Care TSmith288@centerwellprimarycare.com</p>	<p><b>Chelsea Morgan</b> CFRE, Community Impact Director American Heart Association Chelsea.Morgan@heart.org</p>



## Leadership Roles within Walls

- **Walls Chief Executive Officer / Executive Director (Casey Phillips)**
  - Oversees the heads of each department in Walls, including marketing, fundraising, program development, finance, and others.
  - Responsible for providing resources and information allowing the Board to incite change and promote organizational growth.
  - Serves as the public face of the organization.
  - Responsible for fundraising and creating conditions for financial success.
  - A resource in allowing Walls to achieve its mission by advocating for the right systemic changes, related to policies, programs, and teamwork.
  - Ensures the organization is operating in compliance with all laws and regulations.
  
- **Walls Chief Financial Officer (Tom Donley)**
  - Oversees cash-flow management.
  - Tracks important Key Performance Indicators (KPIs) and analyzes trends.
  - Forecasts return on investment for current and future programs.
  - Develops and monitors budgets.
  - Informs key stakeholders of financial status and investment opportunities.
  - Presents timely financial statements to executives and board of directors.
  - Coordinates year-end audit and reviews activities.
  - Represents company to public officials, donors, and investors.
  - Supervises accounting activities to ensure smooth day-to-day transactions.
  - Oversees Human Resources and personnel policies.
  
- **Walls Director of Operations and Chief of Staff (Vacant)**
  - Manages the hiring process for Nucleus Plus individuals and organizational contractors.
  - Oversees onboarding or training of new and existing staff into the organizational procedures and softwares.
  - Builds and maintains organizational systems and softwares.
  - Manages the Nucleus Plus (comprised of Walls leadership).
  
- **Director of Communications (Helena Williams)**
  - Leads the marketing activities, from long-term strategic direction and day-to-day tactical decisions.
  - Oversees design and execution of multi-channel marketing strategy and campaigns.
  - Acts as a steward of Walls reputation and serves as lead crisis manager for communications.
  - Leverages data to inform execution of marketing strategy to ensure continued progress.
  - Leads engagement and public relations consultants to continue raising brand awareness, consistent with organization voice and overall goals.
  - Oversees all aspects of marketing account management, including project management for product delivery within budget.
  - Enables and actively promotes a diverse, equitable and inclusive culture and environment.

- o Serves as spokesperson, when called upon.
- **Walls Director of Advancement (Mary Bergeron)**
  - o Identifies, cultivates, pursues, and retains major donor and contributor support.
  - o Assists the CEO/Executive Director and Board to maintain strong relationships with current foundations, major and individual donors.
  - o Strategizes on and implements efforts to secure new and untapped resources.
  - o Drafts annual and special appeals to build individual giving bases.
  - o Assists with the creation and growth of Walls Insider memberships.
  - o Assists in producing annual special events.
  - o Researches and writes grant proposals.
  - o Assists in program evaluation and compliance reporting.
- **Walls Development Officer (New Hire)**
  - o Receives, acknowledges, and tracks all donor contributions, pledges, in-kind donations and other payments.
  - o Maintains updated mailing lists, donor lists, and donor profiles. Analyzes fundraising data and prepares reports as needed in Salesforce, MobileCause, and Asana.
  - o Oversees the design and production of the organization's communications related to donor appreciation and recognition.
  - o Supports Development Team biweekly meetings.
  - o Researches and writes grant proposals.
  - o Oversees and implements year-end donor campaigns and 225 Gives annual events.
  - o Assists in writing annual reports.
  - o Assists in program evaluation and compliance reporting.
- **Walls Program Directors**
  - o Baton Roots Urban Agriculture System Program Director (Currently Vacant)
    - Initiates and sets goals for Baton Roots in accordance with the Strategic Plans and its strategic objectives.
    - Plans the program from start to completion involving deadlines, milestones, and processes.
    - Develops and approves annual budget and operations.
    - Devises evaluation strategies to monitor performance and determine the need for improvements.
    - Supervises all program and project managers involved to provide feedback and resolve complex problems.
    - Pursues enhanced efficiency and productivity of procedures and people.
    - Applies change, risk, and resource management principles when needed.
    - Ensures program operations and activities adhere to legal guidelines and internal policies.
    - Keeps Nucleus members informed with detailed, accurate reports or presentations.
    - Provides content for newsletters, media, podcast, and other channels of marketing and promotion.
    - Creates programming for sustainable operations outside of grant funding.
  - o Futures Fund Program Director (Currently Vacant)
    - Initiates and sets goals for Futures Fund in accordance with the Strategic Plan and its strategic objectives.

- Plans the program from start to completion involving deadlines, milestones, and processes.
  - Develops and approves annual budget and operations.
  - Builds and maintains relationships with partners related to programming
  - Devises evaluation strategies to monitor performance and determine the need for improvements.
  - Manages the hiring of program contractors as approved by the budget.
  - Supervises all program and project managers involved to provide feedback and resolve complex problems.
  - Discovers ways to enhance efficiency and productivity of procedures and people.
  - Applies change, risk, and resource management principles when needed.
  - Ensures program operations and activities adhere to legal guidelines and internal policies.
  - Keeps Nucleus members informed with detailed and accurate reports or presentations.
  - Provides content for newsletters, media, podcast, and other channels of marketing and promotion.
  - Creates programming for sustainable operations outside of grant funding.
- o Murals Arts Program Manager (Morgan Udoh)
- Initiates and sets goals for Mural Arts in accordance with the Strategic Plan and its strategic objectives.
  - Plans the program from start to completion involving deadlines, milestones, and processes.
  - Develops and approves annual budgets and operations.
  - Devises evaluation strategies to monitor performance and determine the need for improvements.
  - Supervises all program and project managers involved to provide feedback and resolve complex problems.
  - Discovers ways to enhance efficiency and productivity of procedures and people.
  - Applies change, risk, and resource management principles when needed.
  - Ensures program operations and activities adhere to legal guidelines and internal policies.
  - Keeps Nucleus members informed with detailed and accurate reports or presentations.
  - Provides content for newsletters, media, podcast, and other channels of marketing and promotion.
  - Creates programming for sustainable operations outside of grant funding.
- o OneRouge Coalitions Coordinator (Vacant)
- Initiates and sets goals for OneRouge Coalition in accordance with the Strategic Plan and its strategic objectives.
  - Plans the program from start to completion involving deadlines, milestones, and processes.
  - Develops and approves annual budgets and operations.
  - Devises evaluation strategies to monitor performance and determine the need for improvements.
  - Supervises all program and project managers involved to provide feedback and resolve complex problems.

- Discovers ways to enhance efficiency and productivity of procedures and people.
  - Applies change, risk, and resource management principles when needed.
  - Ensures program operations and activities adhere to legal guidelines and internal policies.
  - Keeps Nucleus members informed with detailed and accurate reports or presentations.
  - Provides content for newsletters, media, podcast, and other channels of marketing and promotion.
  - Creates programming for sustainable operations outside of grant funding.
- Walls Office and Media Manager (Samantha Morgan)
    - Produces, edits, and promotes the Walls Plus One podcast.
    - Works closely with departments to create content for media distribution.
    - Monitors, manages, and maintains office equipment and supplies, requests repair or restocking when necessary.
    - Produces reports as required.
    - Assists in coordinating events for the program when requested.
    - Receives and sorts incoming mail/deliveries and manages outgoing mail.
    - Assists in managing external relationships and vendors.
  - Walls contractors provide organizational services in the following areas:
    - Social Media and Marketing Consultant (Cynthea Corfah).
    - Graphic Designer.
    - Finance Management/Bookkeeping.
    - Recruitment (DeNair Clark).
    - OneRouge Coalitions Program Facilitator (Pepper Roussel).

### **Walls Measurable Outcomes**

To help determine levels of effectiveness and impact on its work in the community, Walls will capture data which have been identified for key performance indicators (KPIs). Some data will be captured at the program level and then compiled into comprehensive organizational measurements. **Walls will capture the following to help measure community impact:**

- Number of people served directly through Walls program engagement(s)
- Number of people indirectly impacted by Walls (as estimated by those living within a region of impact, such as numbers of households in a region)
- Number of cities and parishes/counties where Walls conducts work
- Number of community partners that work with Walls
- Estimated economic impact of Walls community development
- Estimated income generated from Walls work
- Number of jobs created as a result of Walls work
- Number of businesses created as a result of Walls work
- Number of non-profit organizations created or positively impacted by Walls work
- Number of artists compensated by Walls
- Number of public art installations facilitated by Walls
- Number of community events hosted and/or supported by Walls
- Number of students enriched through Walls programming and/or events
- Number of people and/or families fed through Walls programming

- Amount of fresh produce harvested (in pounds) and estimated number of meals produced by Walls
- Number of city blocks or miles improved in the community as led by Walls activities
- Number and frequency of community partners that work with Walls
- Number and frequency of volunteers that work with Walls
- Number and frequency of gifts and donors
- Average number of times a volunteer engages with Walls
- Establish mentorship opportunities across all programming, to include location-based supervisors and/or subject-matter experts who provide positive influences in support of the work to be done
- Organize and host opportunities for community leadership development and establishing equity practices in the community

**The following will help measure Walls' internal performance and organizational efficiencies and effectiveness:**

- Establish and publish a codified belief system and culture book for employees, including purpose toward DEI (Diversity, Equity, and Inclusiveness). Review it each year.
- Establish and formalize planning and evaluation procedures for each employee, including a formalized annual review process. Review annually.
- Create and publish annual work plans by program and associated dedicated budgets.
- Increase and record staff and donor retention (which are seen as measurements of both internal and public satisfaction confidence in Walls).
- Create and publish a strategic plan for OneRouge Coalitions.
- Create and maintain human-impact focused data sets supporting the work of each program (which implies agile program development)
- Track volunteers and alumni, documenting their successes (internal program evaluation)
- Amount of funding raised by Walls through gifts and supporting subscriptions
- Amount of funding raised by Walls through grants
- Amount of income generated through fee-for-service work provided by Walls
- Establish an annual organizational review process, measuring performance to goals as set forth in the current Strategic Plans (for Walls and its programs)

**The following pursuits represent attention, work, and investment from Walls, but do not currently have dedicated or established processes within the existing organizational framework (as represented in strategic planning or organizational charts):**

- Developing strategic for-profit business ventures and/or products that will fund Walls non-profit work
- Expansion to Dallas
- Expansion to Denver
- Program sustainability strategy for Dallas and Denver
- Relocates main office, preferably within or in close proximity to North Baton Rouge
- Explore the possibility of serving as a communications conduit to connect those in need with non-profit services during times of crisis (hurricanes, pandemics, energy grid failures, environmental emergencies, etc.), in addition to giving voice to residents during emergency planning processes



# THANKYOU

## ABOUTUS

Walls works to break through and tear down the societal walls that discourage or prevent people from living safe, healthy, and prosperous lives.

### ADDRESS

458 America St.  
Baton Rouge, LA 70802

### PHONE

(225) 434-0515

### E-MAIL

[support@thewallsproject.org](mailto:support@thewallsproject.org)

### SOCIALMEDIA

Facebook : [wallsproject](#)

Instagram : [wallsproject](#)