

Goal 1. Continue to develop a sound organizational structure.

OBJECTIVES AND ACTION ITEMS	RESPONSIBLE ENTITY	TIMELINE	DONE
<p>1A. Determine relationship of GGRFSC to host organization, West Michigan Environmental Action Council (WMEAC).</p> <p>1A1. Investigate models for having a board serve under a board.</p> <p>1A2. Utilize similar research of United Growth for Kent County with MSU for models.</p> <p>1A3. Develop policy about how board functions.</p> <p>1A4. Designate liaison to WMEAC board if determined necessary.</p> <p>1A5. Discuss relationship with WMEAC staff.</p> <p>1A6. Explore Sustainable Business Forum as model.</p>	<p>Staff, interested board members Staff, UGKC members, exec. comm.</p> <p>Board, staff Board Executive committee, staff Staff</p>	<p>By Oct. 03 By Oct. 03</p> <p>By Nov. 03 Nov. 03 By Sept. 03 By Sept. 03</p>	
<p>1B. Develop a committee structure that serves GGRFSC mission.</p> <p>1B1. Revisit current committee structure for possible revisions. <i>See Appendix A for current committees.</i></p> <p>1B2. Authorize current committees to establish their purposes and activities and include input in strategic plan formation.</p> <p>1B3. At a point justified by number of programming committees, constitute a Programs Committee to coordinate functioning.</p> <p>1B4. Develop a description of each committee.</p> <p>1B5. Create a handout describing the committees.</p> <p>1B6. Work to increase membership on the standing committees.</p> <p>1B7. Investigate models for ad hoc or short-term committee policy.</p>	<p>Board</p> <p>Executive committee</p> <p>Board</p> <p>Staff Staff Staff, board, all Staff</p>	<p>Jan. 04</p> <p>May 03</p> <p>?</p> <p>Aug. 03 Aug. 03 Ongoing Feb. 04 or earlier if needed</p>	<p>✓</p>
<p>1C. Increase board capacity / diversity.</p> <p>1C1. Develop a form to capture current board member skills.</p> <p>1C2. Develop a list of desired board member skills.</p> <p>1C3. Look into balance on board of representatives of different segments of the food system and the community.</p> <p>1C4. Recruit additional board members based on items 1-3.</p> <p>1C5. Establish a policy regarding board member attendance, removal, and replacement.</p> <p>1C6. Create organizational history and orientation packet for new board members.</p> <p>1C7. Hold a board retreat to increase board member socialization, review progress, and start future planning.</p> <p>1C8. Create an acronym list and chart of partners and involved groups locally and statewide to increase board member knowledge of GGRFSC context. (See also Educ. Committee.)</p>	<p>Executive committee Staff, exec. comm. Staff, board</p> <p>All Board, staff for research</p> <p>Staff, executive committee. volunteers Board, exec comm., staff</p> <p>Education Committee chair</p>	<p>July 03 by Sept. 03 by Sept. 03</p> <p>By Oct. 03 By Aug. 03</p> <p>By Nov. 03</p> <p>Feb.-Mar. 04</p> <p>July 03</p>	

Goal 1. Establish a sound organizational structure (continued).

OBJECTIVES AND ACTION ITEMS	RESPONSIBLE ENTITY	TIMELINE	DONE
<p>1D. Increase membership in order to create a larger body for food systems change. <i>(See Fund-Raising and Outreach section for other membership objectives.)</i></p> <p>1D1. Hold quarterly meetings to provide social reinforcement and opportunities for education and dialogue. (See also education committee.)</p> <p>1D1a. Explore partnerships with existing or forming groups such as SlowFood, Concord Grove, Fountain Street organic foods group, etc.</p> <p>1E. Refine role of executive committee.</p> <p>1E1. Establish meeting schedule for executive committee.</p> <p>1E2. Investigate models for membership and roles of executive committee.</p> <p>1E3. Write more in-depth description of officer and executive committee roles.</p> <p>1E4. Hold election in _____.</p> <p>1F. Create a mechanism for strategic plan review and update.</p> <p>1F1. Report at each board meeting about strategic plan progress.</p> <p>1F2. Incorporate new ideas and initiatives into strategic plan as they come up</p> <p>1F3. Move incomplete items to later time frames.</p> <p>1F4. Review strategic plan progress no later than 1 year from adoption and create an update for the next time period (to be determined)</p>	<p>Board, education committee, P.R. committee</p> <p>Executive committee, education committee</p> <p>Executive committee Staff</p> <p>Executive committee, staff, board</p> <p>Board</p> <p>Secretary Secretary Board</p>	<p>Start Fall 03</p> <p>By Fall 03</p> <p>July 03 by Mar. 04</p> <p>by April 04</p> <p>(to come)</p> <p>Ongoing Ongoing Aug. 04?</p>	

Goal 2. Obtain sufficient paid and volunteer personnel to carry out the mission of GGRFSC..

OBJECTIVES AND ACTION ITEMS	RESPONSIBLE ENTITY	TIMELINE	DONE
<p>2A. Determine optimum paid, consultant and volunteer coverage. 2A1. Use strategic plan to estimate hours. 2A2. Delineate which tasks are best served by which personnel category.</p> <p>2B. Seek sufficient funding to pay staff and consultants. <i>(See fund-raising objectives.)</i></p> <p>2C. Develop work plans for staff. 2C1. Ask staff to list potential activities. 2C1a. Liaison with WMEAC Executive Director for review. 2C2. Review grants and incorporate all funded activities in one master work plan.</p> <p>2D. Continue to develop a volunteer base. 2D1. Develop a form to capture volunteer skills and interests. 2D2. Enter into a searchable database.</p> <p>2D3. Call volunteers within 3-4 months of receiving form, if only to determine if interest still remains. 2D4. Develop/revise comprehensive handout of volunteer opportunities (including projects, office, research, P.R., etc.)</p> <p>2E. Create a searchable database of interested consultants.</p>	<p>Staff, executive committee Staff, executive committee</p> <p>Staff, others</p> <p>Executive committee Staff Staff, exec. comm., board</p> <p>Executive committee Staff, volunteers</p> <p>Staff</p> <p>Executive committee</p> <p>Staff</p>	<p>By Oct. 03 By Oct. 03</p> <p>Ongoing</p> <p>By Nov. 03 By Jan. 04 By Jan. 04</p> <p>July 03 By Sept. 03; ongoing Ongoing</p> <p>By Sept. 03; ongoing</p> <p>by Mar. 04; ongoing</p>	

Goal 3. Raise sufficient funds to operate GGRFSC.

OBJECTIVES AND ACTION ITEMS	RESPONSIBLE ENTITY	TIMELINE	DONE
3A. Determine approximate dollar needs for operations, using work done in objective 2A.	Executive committee	By Aug. 03	
3B. Write grants and request foundation support for GGRFSC operations and projects.	Staff, executive committee	By Sept. 03	
3B1. Review funding list prepared as part of Dyer-Ives grant.	Staff, executive committee	By Oct. 03	
3B2. Investigate government and related funding sources through the Internet and existing paper documents.	Staff, executive committee	By Nov. 03	
3B3. Contact other similar organizations to investigate their sources of funding.	Staff, executive committee	By Nov. 03	
3B4. Prioritize sources in steps 1-3 and contact them in priority order until sufficient funding is obtained.	Staff, board, ad hoc committee	By Jan. 04	
3B5. Establish statewide grant sounding board to review proposals.	Staff	By Aug. 03	
3B6. Work with WMEAC to prioritize sources and develop requests.	Staff	Ongoing	
3B7. Develop a list of volunteers who can help with grant work.	Staff, executive committee, board	By Nov. 03	
3C. Conduct a fund-raising campaign for corporate and individual donors.	Board	By June 04	
3C1. Establish a fund-raising advisory committee.	Staff, executive committee	By Aug. 04	
3C2. Investigate other organizations' donors and contributors.	Staff, fundraising advisory board	By Aug. 04	
3C3. Start to create an overall fund-raising plan.			
3D. Increase membership to supply funding.	P.R. committee	By Oct. 03	
3D1. Develop rationale for membership.	P.R. committee	By Oct. 03	
3D2. Create membership benefits package.	All	By Mar. 04;	
3D3. Brainstorm list (and enter into database) of potential members, based partly on food-system-components model.	Staff, executive committee, volunteers	ongoing	
3D4. Contact brainstormed list systematically.		Ongoing; report on results by Aug. 04	
3E. Explore sources of income generation.	Staff	By April 04	
3E1. Investigate other food groups' income generation sources.	Board	June 04	
3E2. Conduct brainstorming sessions on possible income generation.			

Goal 4. Increase internal and external GGRFSC communications..

OBJECTIVES AND ACTION ITEMS	RESPONSIBLE ENTITY	TIMELINE	DONE
4A. Publish newsletter quarterly.	Newsletter subcommittee	Start July 03; ongoing	✓
4B. Increase and optimize communications by e-mail. IVB1. Survey board, committee, and general members as to preferences for frequency and type of communications. 4B2. Establish consistent subject lines for e-mail communications (for example, "GGR Food Systems Council agenda/ date," "GGR Food Systems Council Federal Policy Issue," etc.) -- publish guidelines 4B3. Make list of other usable e-mail lists for communications and determine their best use.	Staff Staff, All Staff, All	by Aug. 03 by Aug. 03 by Jan. 04; ongoing	
4C. Use Internet calendars and outreach avenues such as Progressives Directory.	Staff	July 03; ongoing	
4D. Continue to develop printed communications tools, such as brochures or fact sheets, on general and specific issues.	P.R. Committee	Ongoing; review by Oct. 04	
4E. Publicize all events and issues in a timely fashion. 4E1. Create posters and flyers for all events. 4E2. Disseminate press releases for events and issues. 4E3. Talk to GR. Press editorial board to increase visibility. 4E4. Maintain publicity archives. 4E5. Systematically contact interested reporters. 4E6. Monitor print and electronic media for related news stories on which comments or responses can be made. 4E7. Utilize public access media. Help support and expand such media.	P.R. Committee P.R. Committee Board, P.R. Committee P.R. Committee P.R. Committee, Board P.R. Committee, Staff P.R. Committee, Staff, Board	Ongoing Ongoing By Feb. 04 Ongoing By Mar. 04 Ongoing; start July 03 Ongoing	
4F. Continue to develop web page. 4F1. Update content frequently. 4F2. Work on Internet search marketing tools. 4F3. Publicize website wherever possible.	Staff, consultant Consultants P.R. Committee	Ongoing By Aug. 04 Start July 03	
4G. Hold high-visibility events and conferences. 4G1. Plan next year's conference/ annual meeting. 4G2. Investigate food tastings, festivals.	Board, ad hoc committee P.R. Committee, Educ. Committee	Start Aug 03 By Jan. 04	
4H. Exhibit at existing festivals, events and conferences. 4H1. Develop "road show," preferably featuring real food. 4H2. List possible events and start a contacts list.	P.R. Committee Board, P.R. Committee	By May 04 By April 04	
4I. Maintain or develop partnerships to get the word out (for example, with BALLE)	Staff, board	Ongoing	

Goal 5. Research and collect data on the food systems in Greater Grand Rapids area, region, nation and the world.

OBJECTIVES AND ACTION ITEMS	RESPONSIBLE ENTITY	TIMELINE	DONE
<p>5A. Liaison with committees on specific issues of interest. 5A1. Periodically review research needs with Public Policy committee. 5A2. Where needs are determined to cost money, seek grant funding.</p>	<p>Staff, executive committee, board, public policy committee Staff</p>	<p>Sept. 03; ongoing Ongoing</p>	
<p>5B. Review existing documents created by GGRFSC and create accessible summaries.</p>	<p>Staff, executive committee, P.R. committee</p>	<p>By Jan. 04</p>	
<p>5C. Utilize research being conducted by other Michigan and national groups, particularly those that include document searches. 5C1. Liaison with Ann Arbor student group. 5C2. Utilize Michigan Land Use Institute research. 5C3. Keep in touch with Michigan State and other universities, and Michigan State University Extension. 5C4. Liaison with Michigan Food Bank Council and other specific interest groups. 5C5. Continue or form relationships with other food systems or food policy groups. 5C6. Liaison with and use the research base of other groups and individuals who work in other subject areas that relate to food systems</p>	<p>Staff, executive committee Staff, executive committee Staff, executive committee Staff, executive committee Staff, executive committee, board Staff, executive committee, board</p>	<p>Quarterly Dec. 04 Ongoing Ongoing Ongoing Ongoing</p>	<p>✓</p>
<p>5D. Create position papers.</p>	<p>Board working with staff</p>	<p>Start Mar. 04</p>	
<p>5#. Do research and utilize existing research on how food systems impact other systems (such as globalized trade, corporate consolidation, transportation, etc.) and vice versa.</p>	<p>Staff working with board</p>	<p>Ongoing - report by March-April '05</p>	