



**Bloomington Food Policy Council  
Strategic Plan  
February 2012**

**Mission:** *The Bloomington Food Policy Council exists to develop and support policies that increase and preserve access to sustainably produced, locally grown, healthful food for all residents in Monroe and surrounding counties.*

**Vision:** *The Bloomington Food Policy Council envisions a sustainable, innovative food system that nourishes our whole community.*

The mission of the Strategic Planning Task Force is to come up with an attainable plan that outlines the outcomes for the next three years, has a means to assess our progress on attaining the outcomes, and a way to follow through and hold people accountable for their assigned strategies.

**Key:**

Outcomes: end points or public benefit results for which a level of success can be determined

Objectives: specific targets for improved performance; represent milestones or intermediate achievements necessary to realize the desired outcome

Strategies: actions needed; include year action will be completed and who is responsible

| Outcomes  | Objectives  | Strategies   | Responsibility  | Year 1                                     | Year 2 | Year 3 |
|---|---|--|---|--|--------|--------|
| A locally-relevant food charter adopted by City and County government | 1. To have an adopted food charter by the City of Bloomington | 1. a. Write the food charter<br><br>1. b. Review, vet with larger food justice community, and approve the food charter<br><br>1. c. Liaison with City Council Attorney | 1. a. Advocacy Working Group<br>1. b. Advocacy Working Group, Steering Committee, Membership<br>1. c. Michael Simmons, Advocacy Working | Write charter<br>Review<br><br><br>Liaison |        |        |



| Outcomes  | Objectives  | Strategies   | Responsibility  | Year 1   | Year 2                       | Year 3 |
|---|---|--|---|--|------------------------------|--------|
|   | 2. To have an adopted food charter by Monroe County     | 1. d. Meet with City Council representatives<br><br>1. e. Shepherd through the City Council approval process<br><br>2. a. Research appropriate process for presenting to the County<br>2. b. Determine appropriate strategies based on the research<br><br>2. c. Shepherd through the Monroe County approval process | Group<br>1. d. Michael Simmons, Advocacy Working Group, Steering Committee<br>1. e. Michael Simmons, Advocacy Working Group, Steering Committee<br>2. a. Advocacy Working Group<br>2. b. Advocacy Working Group, Steering Committee<br>2. c. Advocacy Working Group | Meet<br><br><br><br>Research<br>Determine              | Shepherd<br><br><br>Shepherd |        |
| A community more informed about the local, regional, and global food system | 1. to hold food summit<br><br><br><br>2. to collaborate | 1. a. Determine appropriate partners<br>1. b. Hold planning meeting<br><br>1. c. Determine appropriate strategies from that point<br><br>1. d. Hold summit<br><br>2. a. Identify potential partners  | 1. a. Education Working Group<br>1. b. Education Working Group<br>1. c. Education Working Group, Steering Committee<br>1. d. All Working Groups, Membership<br>2. a. Education  | Determine<br><br>Hold<br><br>Determine<br><br>Identify | Hold                         |        |



| Outcomes   | Objectives   | Strategies  | Responsibility  | Year 1  | Year 2  | Year 3  |
|--|--|---|---|---|---|---|
|  | <p>on at least three educational events</p> <p>3. to place at least one educational offerings in the media per quarter</p> | <p>2. b. Determine appropriate event</p> <p>2. c. Determine an opportunity for collaboration with the school system</p> <p>2. d. Pursue opportunities</p> <p>3. a. Develop speakers bureau</p> <p>3. b. Procure a Noon Edition program</p> <p>3. c. Procure a Earth Eats program</p> <p>3. d. Procure a Eco Report and Interchange at WFHB</p> <p>3. e. Solicit guest editorial and letter to editor opportunities in the HT</p> <p>3. f. Explore IU publications</p> | <p>Working Group</p> <p>2. b. Education Working Group</p> <p>2. c. Education Working Group</p> <p>2. d. Education Working Group</p> <p>3. a. Education Working Group Advocacy Working Group</p> <p>3. b. Education Working Group</p> <p>3. c. Education Working Group</p> <p>3. d. Education Working Group</p> <p>3. Education Working Group</p> <p>3. f. Education Working Group</p> | <p>Determine</p> <p>Determine</p> <p>Pursue</p> <p>Develop</p> <p>Procure</p> <p>Procure</p> <p>Procure</p> <p>Solicit</p> <p>Explore</p> | <p>Pursue</p> <p>Develop</p> <p>Procure</p> <p>Procure</p> <p>Procure</p> <p>Solicit</p> <p>Explore</p> | <p>Pursue</p> <p>Develop</p> <p>Procure</p> <p>Procure</p> <p>Procure</p> <p>Solicit</p> <p>Explore</p> |
| Strong and functioning relationships with collaborative partners working in the local, | 1. To develop an online mind map for the food community  | <p>1. a. Research appropriate web-based program</p> <p>1. b. Gather and input data; review</p> <p>1. c. Determine dissemination</p>   | <p>1. a. Assessment Working Group</p> <p>1. b. Assessment Working Group, Steering Committee</p> <p>1. c. Assessment Working Group,</p>  | <p>Research</p> <p>Gather/ Review</p> <p>Determine</p>  |   |   |



| Outcomes   | Objectives   | Strategies   | Responsibility  | Year 1      | Year 2           | Year 3        |
|--|--|--|---|-------------|------------------|---------------|
| regional, state, national, and global food system                            | 2. To develop a food-related community events calendar       | 1. d. Disseminate<br>1. e. Revise and update                 | Steering Committee<br>1. d. TBD<br>1. e. Assessment Working Group | Disseminate | Revise/update    | Revise/update |
|  |  | 2. a. Identify Webmaster                                     | 2. a. Public Relations Working Group                              | Identify    |                  |               |
|  |  | 2. b. Develop e-mail list for soliciting food-related events | 2. b. Public Relations Working Group                              | Develop     |                  |               |
|  |  | 2. c. Solicit event posting opportunity                      | 2. c. Public Relations Working Group                              | Solicit     |                  |               |
| 3. To hold a social food event to bring together food collaborative partners | 4. To connect with other Food Policy Councils and the larger | 2. d. Publicize calendar                                     | 2. d. Public Relations Working Group                              |             | Publicize        | Publicize     |
|  |  | 3. a. Determine appropriate event                            | 3. a. Steering Committee  |             | Determine        |               |
|  |  | 3. b. Establish ad hoc committee                             | 3. b. Steering Committee  |             | Establish Design |               |
|  |  | 3. c. Design event   | 3. c. Ad hoc Committee  |             | Publicize        |               |
|  |  | 3. d. Publicize event  | 3. d. Public Relations Working Group                              |             |                  |               |
|  |  | 4. a. Identify which organizations to connect with           | 4. a. Governance Working Group                                    | Identify    |                  |               |
|  |  | 4. b. Determine which national organization to send a local  | 4. b. Governance Working Group,                                   |             | Determine        |               |



Stories with a purpose.

| Outcomes | Objectives                                | Strategies  | Responsibility  | Year 1    | Year 2        | Year 3        |
|----------|---|---|---|-----------|---------------|---------------|
|          | food community                            | <p>representative to</p> <p>4. c. Establish calendar of national events and find who is attending locally</p> <p>4. d. Invite local people who attend national events to speak at Food Policy Council events</p> <p>4. e. Determine opportunities for Food Policy Council representatives to speak at regional and national events</p> <p>4. f. Determine piggyback opportunities for national and international food system speakers to appear at Council events</p> | <p>Steering Committee</p> <p>4. c. Governance Working Group</p> <p>4. d. Steering Committee</p> <p>4. e. Steering Committee</p> <p>4. f. Governance Working Group, Steering Committee</p>       | Establish | Maintain      | Maintain      |
|          | 5. To develop a reciprocal linking policy | <p>5. a. Identify related local, regional, national, and global organizations who we would like to share links with</p> <p>5. b. Develop policy and vetting process</p> <p>5. c. Make contacts with organizations and ask for reciprocal links</p>  | <p>5. a. Public Relations Working Group, Steering Committee</p> <p>5. b. Public Relations Working Group, Steering Committee</p> <p>5. c. Public Relations Working Group, Steering Committee</p> | Identify  | Develop       |               |
|          | 6. To facilitate                          | 6. a. Research other  | 6. a. Advocacy  | Research  | Make contacts | Make contacts |



| Outcomes                                    | Objectives   | Strategies  | Responsibility   | Year 1                                  | Year 2   | Year 3  |
|---|--|---|--|---|--|---|
|   | the development of private/public partnerships that strengthen the local food system   | communities to determine what kind of private/public partnerships exist<br>6. b. Determine which private/public partnerships that might work in our community<br>6. c. Advocate selected the private/public partnerships  | Working Group<br><br>6. b. Advocacy Working Group, Steering Committee<br>6. c. Advocacy Working Group  |   | Determine  | Advocate  |
| Locally grown and sustainably-produced food | 1. To increase the number of people growing food<br>2. To increase the amount of food produced<br><br>3. To increase the amount of space for food production | 1. a. Develop assessment tools to establish a baseline<br>1. b. Determine the population the tools would be measuring<br>2. a. Promote opportunities for intensive farming, gardening, and food production classes<br>2. b. Research and develop a model for small group gardening, animal husbandry, and food production<br>2. c. Implement development of small groups<br><br>3. a. Identify potential with neighboring universities to determine means to measure under utilized spaces for food production<br>3. b. identify more spaces for production | 1. a. Assessment Working Group<br>1. b. Assessment Working Group<br>2. a. Public Relations Working Group<br>2. b. Assessment Working Group<br><br>2. c. Assessment Working Group, Public Relations Working Group<br>3. a. Assessment Working Group<br><br>3. b. Assessment Working Group | Develop<br><br>Determine<br><br>Promote | Develop<br><br>Determine<br><br>Research and Develop | Develop<br><br>Determine<br><br>Implement<br><br>Identify<br><br>Identify |



| Outcomes   | Objectives   | Strategies   | Responsibility   | Year 1           | Year 2           | Year 3           |
|--|--|--|--|------------------|------------------|------------------|
|  |  | 3. c. Develop policies to address limitations on usage of under utilized spaces  | 3. c. Advocacy Working Group   |                  |                  | Develop          |
| A food distribution system accessible to local producers and consumers | 1. To increase consumption of locally grown food                                     | 1. a. Research models on food hubs<br><br>1. b. Determine strategies for City integrating local food system concerns in the design and planning process  | 1. a. Assessment Working Group, Education Working Group<br>1. b. Advocacy Working Group            |                  | Research         | Determine        |
|  | 2. To increase the number of CSA members   | 2. a. Work with CSA groups to determine strategies for promoting CSAs  | 2. a. Public Relations Working Group   | Work with groups | Work with groups | Work with groups |
|  | 3. To increase locally grown sustainably distributed food to underserved populations | 3. a. Investigate barriers to development of production, small space, vertical, and contained gardens in publicly financed housing<br>3. b. Research policies that affect the distribution of local food in the community school system<br>3. c. Determine policies that promote the distribution of local food in the community school system | 3. a. Assessment Working Group<br><br>3. b. Advocacy Working Group<br>3. c. Advocacy Working Group | Investigate      | Research         | Determine        |
|  | 4. To increase viable local businesses that distribute locally                       | 4. a. Investigate barriers to the establishment of neighborhood food distribution systems  | 4. a. Assessment Working Group   |                  | Investigate      |                  |



| Outcomes  | Objectives   | Strategies   | Responsibility   | Year 1  | Year 2                                       | Year 3                         |
|---|--|--|--|---------|--|--------------------------------|
|   | grown sustainable food   | 4. b. Research and determine models that address the establishment of neighborhood food distribution systems<br>4. c. Determine policies that promote the establishment of neighborhood food distribution systems and how to then promote those policies appropriately   | 4. b. Education Working Group<br><br>4. c. Advocacy Working Group  |         |  | Research<br><br>Determine      |
| A community-wide waste management system that uses sustainable methods to manage food-related waste streams | 1. To support the development of a community-wide composting system for food scraps<br><br>2. To support in the recovery of edible food that is now going to waste<br><br>3. To decrease locally-produced food packaging | 1. a. Collaborate with Solid Waste Management District to determine opportunities<br>1. b. Research and determine models that operate effective community wide composting systems<br>1. c. Collaborate with Trilium<br><br>2. a. Determine local food waste<br><br>2. b. Develop guidelines<br>2. c. Use guidelines to educate individuals and stores on perishable food dates with Web site<br><br>3. a. Develop a packaging seal of approval | 1. a. Advocacy Working Group<br><br>1. b. Assessment Working Group<br><br>1. c. Steering Committee<br>2. a. Assessment Working Group<br>2. b. Advocacy Working Group<br>2.c. Education Working Group<br><br>3. a. Public Relations Working Group | Develop | Collaborate<br><br>Research<br><br>Determine | Collaborate<br><br>Develop Use |





| Outcomes  | Objectives  | Strategies  | Responsibility   | Year 1   | Year 2  | Year 3              |
|---|---|---|--|--|---|---------------------|
|   | waste<br><br><br><br><br><br><br><br><br><br>4. To develop a community guidelines for home composting | 3. b. Research reusable containers for food products<br>3. c. Determine appropriate containers to receive seal of approval<br>3. d. Distribute list of approved reusable containers for food products to restaurants, grocery stores, schools, hospitals, places of worship<br>3. e. Develop list of organizations that use appropriate packaging<br>3. f. Publish list on Web site<br><br>4. a. Develop guidelines<br>4. b. Distribute guidelines<br>4. c. Hold three home composing demonstrations per year | 3. b. Education Working Group<br>3. c. Education Working Group<br><br>3 d. Public Relations Working Group<br><br>3. e. Public Relations Working Group<br>3. f. Public Relations Working Group<br>4. a. Education Working Group<br>4. b. Public Relations Working Group<br>4. c. Education Working Groups | Research<br><br>Determine<br><br><br><br><br>Develop | Distribute<br><br>Develop<br>Publish<br><br>Distribute<br>Hold demonstrations | Hold demonstrations |
| A processing and storage facility that is accessible to local growers | 1. To develop a business case for a public-private partnership that is a financially viable food hub  | 1. a. Research viable food hubs in other same-sized cities<br>1. b. Develop business case that would help connect it to the Farmers' Market in collaboration with the Local Grower's Guild and Bloomingfoods  | 1. a. Advocacy Working Group<br>1. b. Advocacy Working Group   |  | Research<br><br>Develop   | Develop             |



| Outcomes  | Objectives  | Strategies   | Responsibility   | Year 1  | Year 2                                      | Year 3                                    |
|---|---|--|--|---|---|---|
|   |   | 1. c. Present case to Bloomington Commission on Sustainability and others  | 1. c. Advocacy Working Group   |   |   | Present                                   |
| An accurate model of the food system                  | 1. To develop a model for food system             | 1. a. Identify food system research team<br>1. b. Research food system models in other same-sized cities<br>1. c. Determine appropriate questions for survey and audiences that they will go to<br>1. d. Administer surveys<br><br>1. e. Compile model<br><br>1. f. Determine mechanism for marketing and distribution<br><br>1. g. Use model to revise strategic plan | 1. a. Steering Committee<br>1. b. Food System Research Team<br>1. c. Assessment Working Group<br><br>1. d. Assessment Working Group<br>1. e. Food System Research Team<br>1. f. Public Relations Working Group<br>1. g. Steering Committee | Identify  | Research<br><br>Determine<br><br>Administer | Compile<br><br>Determine<br><br>Use model |
| The Council is a financially sustainable organization | 1. To increase paid individual membership by 500% | 1. a. Determine membership benefits<br>1. b. Develop marketing materials on member benefits<br><br>1. c. Develop member orientation program that includes working group descriptions, strategic plan, etc.<br>1. d. Hold quarterly public meetings and invite potential  | 1. a. Steering Committee<br>1. b. Public Relations Working Group<br>1. c. Governance Working Group<br><br>1. d. Steering Committee   | Determine<br><br>Develop<br><br>Develop<br><br>Hold | Hold<br><br>Hold                            | Hold                                      |



| Outcomes | Objectives   | Strategies  | Responsibility   | Year 1  | Year 2   | Year 3   |
|----------|--|---|--|---|--|--|
|          | 2. To increase paid organizational members by 500% | members<br>1. e. Determine up to five food-related events for tabling<br>1. f. Determine a potential sponsored event<br>2. a. Determine membership benefits<br>2. b. Develop marketing materials on member benefits<br>2. c. Develop member orientation program that includes working group descriptions, strategic plan, etc.<br>2. d. Hold quarterly public meetings and invite potential members<br>2. e. Determine up to five food-related events for tabling<br>2. f. Determine a potential sponsored event<br>2. g. Determine list of potential targeted organizational members<br>2. h. Set up meetings to discuss members benefits with potential members | 1. e. Education Working Group<br>1. f. Steering Committee<br>2. a. Steering Committee<br>2. b. Public Relations Working Group<br>2. c. Governance Committee<br>2. d. Steering Committee<br>2. e. Education Working Group<br>2. f. Steering Committee | Determine<br><br>Determine<br><br>Determine<br><br>Develop<br><br>Develop<br><br>Hold<br><br>Determine<br><br>Determine | Determine<br><br>Determine<br><br>Determine<br><br>Determine<br><br>Determine<br><br>Determine<br><br>Determine<br><br>Determine | Determine<br><br>Determine<br><br>Determine<br><br>Determine<br><br>Determine<br><br>Determine<br><br>Determine<br><br>Determine |
|          | 3. To achieve 501(c)(3) status                     | 3. a. Identify an individual with legal expertise that has interest in food policy<br>3. b. Complete application process  | 3. a. Steering Committee<br>3. b. Steering Committee   | Identify<br><br>Complete  |  |  |



| Outcomes  | Objectives   | Strategies  | Responsibility  | Year 1   | Year 2   | Year 3   |
|---|--|---|---|--|--|--|
|   | 4. To develop a budget   | 3. c. Submit application and pay fee<br>4. a. Identify an individual with financial expertise that has interest in food policy<br>4. b. Have committees determine budgetary needs<br>4. c. Develop annual budget  | 3. c. Steering Committee<br>4. a. Governance Working Group<br>4. b. All Working Groups<br>4. c. Finance Working Group   | Submit<br>Identify<br>Determine<br>Develop                     | Determine<br>Develop                               | Determine<br>Develop                               |
| The Council adheres to accurate, ethical, and responsible financial practices | 1. To develop financial policies<br>2. To publish an annual report   | 1. a. Research financial policies<br>1. b. Develop policies<br>1. c. Monitor policy implementation<br>2. a. Gather financial and operational information<br>2. b. Interpret data and develop format for presentation  | 1. a. Finance Working Group<br>1. b. Finance Working Group<br>1. c. Finance Working Group<br>2. a. Finance Working Group<br>2. b. Finance Working Group                             | Research<br>Develop<br>Monitor<br>Gather<br>Interpret          | Develop<br>Monitor<br>Gather<br>Interpret          | Develop<br>Monitor<br>Gather<br>Interpret          |
| The Council has a development program that supports the financial outcomes    | 1. To apply for two appropriate grants<br>2. To develop a donor giving program<br>3. To develop a canister program for | 1. a. Identify a grant writer that has interest in food policy<br>1. b. Research appropriate grants<br>1. c. Apply for grants<br>2. a. Identify what projects are relevant to donor program<br>2. b. Solicit potential donors<br>3. a. Set up cans with wraps, distribute cans, determine who | 1. a. Governance Working Group<br>1. b. Grant writer<br>1. c. Grant writer<br>2. a. Development Working Group<br>2. b. Development Working Group<br>3. a. Development Working Group | Identify<br>Research<br>Apply<br>Identify<br>Solicit<br>Set up | Research<br>Apply<br>Identify<br>Solicit<br>Set up | Research<br>Apply<br>Identify<br>Solicit<br>Set up |



| Outcomes   | Objectives  | Strategies   | Responsibility   | Year 1   | Year 2                 | Year 3                 |
|--|---|--|--|--|------------------------|------------------------|
|  | events  | will do pickup and a pickup schedule   |  |  |                        |                        |
| The Council's mission and programs have broad community awareness and support                | 1. To develop and execute a brand awareness and identification plan   | 1. a. Coordinate media plan efforts<br>1. b. Develop a social media plan<br>1. c. Develop stationery<br>1. d. Develop a media campaign plan<br>1. e. Update Web site<br>1. f. Update brochures<br>1. g. Execute social media plan<br>1. h. Execute a media campaign plan   | 1. a-h. Public Relations Working Group   | Coordinate<br><br>Develop<br>Develop<br>Develop<br><br>Update<br>Update                              | Develop<br><br>Develop | Execute<br>Execute     |
| The Council has a knowledgeable, educated, ethical, and critical-thinking steering committee | 1. to develop a plan for board recruitment, orientation, and ongoing board development<br><br>2. to develop and implement a volunteer recruitment, training, and retention plan | 1. a. Develop a orientation packet (board handbook) and training plan<br>1. b. Develop a recruitment plan<br>1. c. Identify board size and composition<br>1. d. Develop ongoing continuing education plan<br><br>2. a. Assess volunteer needs<br><br>2. b. Develop orientation packet and training plan<br>2. c. Develop a recruitment plan<br><br>2. d. Develop ongoing continuing education plan | 1. a. Governance Working Group<br><br>1. b. Governance Working Group<br>1. c. Governance Working Group<br>1. d. Governance Working Group<br>2. a. Steering Committee<br>2. b. Steering Committee<br>2. c. Steering Committee<br>2. d. Steering Committee | Develop<br><br>Develop<br>Identify<br><br>Develop<br><br>Assess<br><br>Develop<br>Develop<br>Develop | Develop<br><br>Develop | Develop<br><br>Develop |



| Outcomes | Objectives   | Strategies  | Responsibility   | Year 1                                      | Year 2                                      | Year 3                                      |
|----------|--|---|--|---|---|---|
|          | 3. to review and adjust board operations and committee structure | 3. a. Collect and review board operations and committee structure<br>3. b. Update and revise board operations and committee structure | 3. a. Governance Working Group<br>3. b. Governance Working Group | Collect and review<br><br>Update and revise | Collect and review<br><br>Update and revise | Collect and review<br><br>Update and revise |

**Strategic Plan Development History:**

**2012 (Initial Development): Board:** Michael Simmons, Stephanie Solomon, Janice Lilly, Toby Strout, John Galuska

**Facilitator:** Michael Shermis

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