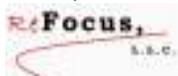




OTTAWA COUNTY
FOOD POLICY COUNCIL

Strategic Plan,
2012 - 2015

Developed in consultation with



February – June 2012

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Ottawa County Food Policy Council
2012 – 2015 Strategic Plan

TABLE OF CONTENTS

Introduction	Page 4
Vision Statement	Page 6
Priorities	Page 7
Priority I: Improve the level of cooperation between food resource providers.	Page 7
Priority II: Improve food quality in the non-profit food distribution system	Page 10
Priority III: Increase food resources to meet dietary restrictions, health/medical conditions, and ethnic preferences.	Page 13
Priority IV: Expand access to farmers’ markets	Page 16
Priority V: Address food availability issues for children outside of school	Page 19
Priority VI: Strengthen the Ottawa County Food Policy Council	Page 22
Goals identified as a part of this planning process that the OCFPC should consider at a later date	Page 26
Goals Organized by Projected Completion Date	Page 26

INTRODUCTION

In 2009, Michigan led the nation in unemployment. At the same time, Ottawa County led the state with a 57.7% increase in the number of households receiving SNAP food assistance. County-wide, schools were reporting a 30% increase in the number of students eligible for free and reduced lunch. Requests for food assistance rose to the third most often sought referral on the 211 information line.



In order to further assess the food insecurity of Ottawa County, the Health Department with the support of the Ottawa County Human Services Coordinating Council applied for a federal *Hunger Free Communities* grant which would allow for the research of existing needs surrounding food systems, food needs and community response in Ottawa County.

On February 24, 2011, the Health Department held a meeting with key stakeholders /agencies that had a vested interest in examining needs, gaps and strategies related to food insecurity in the community. Participants were informed about the federal grant proposal that had been submitted, and the details of what was to be accomplished if the federal funding was awarded.

All participants agreed that food insecurity is an issue in Ottawa County and that this group needed to move forward regardless of whether grant funding was received. The Health Department then applied for and received a *Building Healthy Communities* grant through the Michigan Department of Community Health (MDCH). The focus of this grant was to increase access to healthy food choices and physical activity. A funding priority of the grant was to develop a food policy council. The council would be responsible for implementing policy or environmental changes which increase access to fresh affordable produce for low income populations. Council members were selected based on their involvement in the food resource system as well as potential funders including the community foundations.

The Health Department was not awarded the *Hunger Free Communities* grant; however, the original group agreed to move forward and formally decided to name the group the Ottawa County Food Policy Council (OCFPC). The first official meeting of the Council was March 24, 2011.

In the fall of 2011, the OCFPC conducted a Food Insecurity Needs Assessment with the assistance of Pondera Advisors, LLC. This Assessment sought the opinions of both food resource clients and food resource providers through client surveys and focus groups, as well as focus groups with food resource providers. Based on analysis of the data, the OCFPC established priorities to be addressed over the next three years. Those priorities are the basis of this Strategic Plan.

Funding was made available through the MDCH *Building Healthy Communities* Grant as well as the Ottawa County Health Department. The funding received has provided a strategic planning facilitator and supplies for the Council meetings. Additional funds were provided by the Holland/Zeeland Community Foundation and the Grand Haven Area Community Foundation to conduct the Food Insecurity Needs Assessment.



Vision Statement

It is the vision of the Ottawa County Food Policy Council that there is an available supply of well balanced meals for all.

Priorities

I. Improve the level of cooperation between food resource providers.

According to the Food Insecurity Needs Assessment, “this will lead to reduced cost of service delivery, increased efficiencies, sharing of best practices, enhanced service coordination, greater public awareness of resources, reduced misuse of services, greater access to food resources, stronger outreach to meet unmet and unidentified needs, and improved efforts to respond to deeper causes of clients’ needs.” The OCFPC seeks to eliminate current duplication and coordinate marketing efforts as well as develop a system that allows for greater sharing of limited resources. Collaboration and resource sharing will also make Ottawa County an attractive place for potential funding resources to invest. Elimination of duplication and improved coordination would also create an environment that fosters specialized services to consumers.

The OCFPC envisions a coordinated food resource environment, where ideas and resources are shared to the greatest benefit of county residents. Communication will be facilitated by a shared, electronic data system that not only assist to coordinate services, but also to identify resource gaps and educate regarding program eligibility guidelines.

GOAL <i>What do we want to accomplish?</i>	ACTION STEP <i>How are we going to do it?</i>	RESOURCES <i>What do we have available that will help us achieve it?</i>	CHAMPION <i>Who is going to make sure we keep active?</i>	ACHIEVEMENT MEASURE <i>How will we know when we are done? When do we expect to be done?</i>
1. Develop a food resource provider environment that fosters sharing of ideas and resources (volunteers, food, funding sources)	a. Bring food resource providers together to define mutually acceptable boundaries for client service, food and funds solicitation	Good Sam Love, Inc. CAA FAWM CAH	Patrick Moran	By the Spring of 2013, a collaborative model process is developed and boundaries are defined.
	b. Map food distribution process to identify system strengths and community gaps.	Grand Valley State University Frost Center	Lisa Uganski	By December 2012 (based on GVSU’s schedule), a food distribution process map is complete and analysis of system strengths and community gaps completed.

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1. Develop a food resource provider environment that fosters sharing of ideas and resources (volunteers, food, funding sources)	c. Identify potential resources to fill identified gaps and create a forum for discussion	Grand Valley State University OCFPC	United Way	By April 2013, a discussion forum that addresses identified gaps has been held and a plan for moving forward developed.
	d. Research electronic data sharing system that assists providers to know where the activity and needs are.	HMIS United Way Volunteer Initiative Access of West MI Theresa Pawl-Knapp	Mark Tucker Patrick Moran	By December 2014, an electronic data sharing system is being used by at least five providers across Ottawa County.
	e. Research and implement a system that fosters regular communication between local growers and food distributors (to get the word out about current food needs and availability)	Farmers' Association MSU Extension Amy Irish Brown	Mike Gavin	By May 2013, a system is implemented that ensures communication between local growers and food distributors.

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1. Develop a food resource provider environment that fosters sharing of ideas and resources (volunteers, food, funding sources)	f. Promote the system to local growers and food distributors so that they can participate.	Farmers' Association MSU Extension	Mike Gavin OCFPC Subcommittee	By June 2013, local growers and food distributors are communicating via the new system.
2. Provide clients with consistent access and referral to multiple services at one location.	a. Map current services across the county and develop recommendations for efficiencies. (Seek pantries that are willing/able to be "super sites.")	Grand Valley State University OCFPC	OCFPC Subcommittee	By December 2012, a services map is completed and presented to the OCFPC

II. Improve food quality in the non-profit food distribution system

According to the Food Insecurity Needs Assessment, “clients have a strong desire for fresh fruits and vegetables, perishables, meats, foods that are lower in sodium, sugar, etc., and food that meets special dietary needs and health conditions. In addition, there were complaints about the quality of food that is prepared at some sites as well as distributed through mobile services as well as concern about the safety of food that is distributed after their expiration or sell by date. This suggests that quality and product care must be addressed.” OCFPC members desire to:

- decrease the amount of processed foods;
- increase access to fresh fruits and vegetables, and;
- increase the overall quality of food available at food banks and other distribution centers (including schools).

In order to accomplish this goal community education will be necessary. This includes increasing awareness among food donors about what types of food are needed, teaching recipients about how to prepare food, and improve understanding of storage and “sell by” dating among distributors and recipients alike.

By addressing this priority, the OCFPC envisions a community that has an ample supply of fresh and nutritious foods available to low income and vulnerable populations around the county. Customers at food distribution sites will be satisfied with the healthy choices available. The impact of successfully addressing this priority will be that health costs among Ottawa County residents will be lower as issues of obesity, allergies and chronic diseases are better addressed through the healthy foods we eat.

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3. Improve the quality of food donations on food trucks and at food pantries.	a. Educate donors about “good food” (what is “good food”) and donating before expiration.	OCHD Hospital Dietitians	Feeding America	By December 2012, educational materials are developed By December 2013, materials are in use.

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3. Improve the quality of food donations on food trucks and at food pantries.	b. Identify gaps in donations and educate donors to increase targeted donations from non-food producers (i.e. churches). c. Increase the amount of food coming from local farmers. d. Develop collaborative gleaning program including local volunteers and FAWM distribution and storage.	Monica Smith (has lists of healthy donations) Local farmers FAWM Feeding America United Way Local Agencies	Ottawa Co. Health Department Marjorie Rosario Mark Tucker Feeding America Feeding America	By December 2012, a baseline regarding client satisfaction of healthy food choices on food trucks and at food pantries has been established By June 2013, at least two targeted food drives have successfully collected specific healthy foods. By December 2013, the amount of targeted donations has increased by 10% over baseline. By December 2013, the amount of food coming from local farmers will increase by 10% over baseline. By December 2014, a gleaning program is established through local volunteer recruitment.

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4. Change/increase food storage facilities at food pantries	a. Survey pantries regarding current food storage to determine need(s).	GVSU graduate students to assist with identification of refrigerated and frozen food storage facilities.	Sandy Boven	By November 2013, survey results are analyzed and recommendations made regarding food storage needs.
	b. Match identified need(s) with available resources.	Local Community Foundations Grants (private, local, state, federal)	OCFPC Subcommittee	By May 2014, planned recommendations have been implemented.
5. Communicate healthy food needs to regional and federal partners (USDA), i.e. commodities.	a. Gain a better understanding of commodities and how system works	Mary Grillo MI Food Policy Council FRAC	Mary Grillo Gordie Moeller	By December 2013, the OCFPC has received an informational presentation regarding commodities and the USDA commodities systems.
	b. Advocate with the USDA for healthy commodities choices	MDE MI Food Policy Council FRAC	Mary Grillo	Ongoing
6. Research donation programs that are working in other areas (e.g. "Plant A Row" program)	a. Research donation programs implemented elsewhere and present findings to the OCFPC.		Lisa Uganski	By December 2015, at least two donation programs are presented to the OCFPC to consider implementing in Ottawa County.

III. Increase food resources to meet dietary restrictions, health/medical conditions, and ethnic preferences.

According to the Food Insecurity Needs Assessment, “both clients and food resource representatives stated that it was a major challenge to find appropriate and sufficient food to meet dietary needs or that is suitable for persons who suffer with a health or medical condition. Foods that fit diets that require low sodium or are gluten free are of particular priority.” The OCFPC further identified that food resources need to provide ethnic/culturally sensitive food options and to provide education to donors, persons with special conditions and dietary needs, food pantry personnel and consumers regarding dietary and cultural food needs. This is especially a priority in Ottawa County, as the population continues to age and change. Like other areas in Michigan, Ottawa County has seen an increase in obesity and chronic diseases among its residents, many of whom have limited access to health care. This has increased the number of consumers of food resources that have dietary restrictions that are difficult for these services to address.

The OCFPC envisions food resource locations that have a broad range of healthy and culturally diverse foods available and opportunities for special needs education regarding dietary restrictions, speciality foods preparation, and donation needs.

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7. Develop “best practice” guidelines for food pantries operations	a. Identify the current practices used by local food pantries.	CAH set up guidelines My Plate guidelines FAWM/Access	Mark Tucker Lisa Uganski	By September 2012, a list of local food pantries and their current practices will be developed.
	b. Develop Pantry Manual that describes best practices for: <ul style="list-style-type: none"> • gleanings • sorting • storage • distribution • set up 	CAH set up guidelines My Plate guidelines FAWM/Access	Mark Tucker Lisa Uganski	By December 2012, a “Best Practice Pantry Operational Manual” will be developed and distributed to local food pantries.

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7. Develop “best practice” guidelines for food pantries operations	c. Survey pantries to determine if sufficient geographically diverse pantries are offering special diet, healthy, and ethnic items (at least one per township)	211 Food Pantries Gary Lemke Kent County	OCFPC Subcommittee	By December 2014, at least one “special dietary needs” pantry is identified per county quadrant
	a. Develop resource sheet to assist volunteers in offering healthy food choices for persons with special health needs (targeting cardio vascular and diabetes issues)	Spectrum Health My Plate NOCH Holland Hospital	Lisa Uganski Monica Smith	By December 2012, resource sheet is developed and distributed to food pantries.
8. Develop “best practice” guidelines for offering, publicizing, and educating consumers regarding special needs foods items.	b. Develop handouts for consumers with special cardio vascular and diabetes needs to explain healthy food choices	Spectrum Health MSU Extension	Lisa Uganski	By the fall of 2012, special needs handouts have been developed and distributed to food pantries
	a. Increase the number of congregate sites that have special diets available.	Age Well Senior Resources Western Seminary Holland Hospital Jim Pearson 616-568-6785	Pam Curtis Sharon TerHaar	By December 31, 2012, identify all congregate sites in the county. By December 31, 2015 all congregate sites will have special diets available.
9. Offer special diets in congregate sites.				

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10. Increase the number of Ottawa County food pantries that have a designated area for healthy food choices (e.g. low fat, low salt, low sugar, hi fiber).	a. Establish baseline number of current food pantries with designated food choice areas.	Pantries Access of W. MI FAWM	Monica Smith	By December 31, 2013, a baseline count of pantries with designated food choice areas will be established.
	b. Develop guidelines for well-marked shelving, designated by food choice type. (to be included in Best Practice Operation Food Pantry Manual)	Pantries Access of W. MI FAWM	Monica Smith	By May 2013, at least 25% of Ottawa County food pantries have designated food choice areas based upon OCFPC guidelines.
	c. Increase client selection of special food needs at designated pantries		Lisa Uganski	By December 31, 2014, the percent of pantries with designated special food needs areas will increase over baseline.
11. Educate the target population regarding the use of healthy foods	a. Provide cooking demonstrations at pantry sites to show how healthy foods can be prepared.	Meijer Hope College Center for Good Health Tech Center Local chefs MSU	Lisa Uganski Monica Smith	By June 2013, at least 5 cooking demonstrations are held at 5 different sites.

IV. Expand access to farmers' markets

According to the Food Insecurity Needs Assessment, “cost barriers are a main issue, as is an inability to use Bridge Cards and food stamps.” Currently, farmers’ markets are under-utilized in low income communities. Ottawa County’s farmers’ markets need marketing assistance to inform the population about their locations and days/hours of operation. Potential customers also need education about how to use farmers’ markets.

The OCFPC envisions sustainable farmers’ markets in Ottawa County that have a welcoming atmosphere and are well utilized by the county’s diverse populations regardless of level of income, race or ethnicity. The OCFPC envisions farmers’ markets that offer culturally diverse food items. Transportation resources will be available to assist people to attend and the farmers’ markets operating in the county will have the capacity to accept food assistance programs’ cards and vouchers (Bridge Cards, WIC, etc.) The OCFPC envisions the county’s farmers’ markets as a connection for residents to its abundant local agriculture. This would not only be expressed through purchasing/eating local foods, but also through educating families about where food comes from and the availability of healthy options.

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12. Educate Ottawa County residents regarding farmers’ markets’ locations, days/hours of operation, and services	a. Work with schools and libraries to educate children and adults	Human Services Organizations that serve target populations 211 (promotion) School Principals	Gordie Moeller	By September 30, 2012, at least five schools and libraries receive information and materials to share regarding farmers’ markets. Ongoing – re-do each spring
	b. Provide promotional materials to churches and pantries about Farmers’ Markets accepting EBT and Double Up Bucks	Good Sam	Marjorie Rosario	Annually, through 2015, at least five churches and pantries receive information and materials to share regarding farmers’ markets.

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12. Educate Ottawa County residents regarding farmers' markets' locations, days/hours of operation, and services	c. Expand farmers' markets' weekday hours.	Market Master Market Sponsors farmers	Gordie Moeller	By June 2013, at least one farmers' market will offer evening hours.
13. Increase availability of farmers' markets to persons with transportation limitations.	a. Work with existing transportation system to develop free/reduced transportation program to/from farmers' markets.	Harbor Transit Max Transit Georgetown transport Low Income Housing complexes Churches	OCFPC Subcommittee	By December 31, 2012, identify and map all farmers' markets in Ottawa County by the scope of products offered By December 31, 2015, a free/reduced transportation program is established for at least two Farmers' Markets in the county.
	b. Bring a mobile farmers' market to other locations (such as TEFAP distribution) to offer food for sale.	Local farmers (brainstorm; gather their leftovers) Feeding America Mobile Pantry Community gardens MSUE – 4H Hungry for Christ GR YMCA Fresh Move! (Chicago) Grant funding	OCFPC Subcommittee	By December 31, 2015, a mobile farmers' market is implemented.

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14. Expand Farmers' Markets incentive program	a. Encourage farmers' markets to accept Bridge Cards.	Grand Haven Foundation Lisa Uganski	Gordie Moeller	By July 31, 2014, one additional community farmers' market will accept bridge cards.
	b. Obtain local funding for Double Up Bucks in order to expand the program	Grand Haven Foundation Lisa Uganski	Gordie Moeller	By July 31, 2014, Double Up Food Bucks are accepted at markets in northern Ottawa County.
15. Develop welcoming atmosphere at farmers' markets for Bridge Card holders.	a. Incorporate nutrition education at farmers' markets regarding storing, selecting, and preparing fruits and vegetables.	MSU Extension OAISD – culinary program Hope culinary program Sr. Pat at St. Francis Local farmers	Lisa Uganski	By September 30, 2012, at least five classes are held during Farmers' Markets.
	b. Develop and offer Farmers' Market orientation at markets across the county	Chamber of Commerce Mark Tucker (help to identify participants for this program)	Sandy Boven Gordie Moeller	By the Spring of 2013, an orientation program is developed and implemented at a minimum of one farmers' market.
16. Develop donations program from farmers' markets to specified area churches for food distribution.	a. Determine whether farmers' markets have a donation program/are interested in developing such a program.	Fishers of Men (where do they distribute food?) GH, Allendale, Spring Lake, Hudsonville Farmers' Markets	Lisa Uganski	By Spring 2013, farmers' market donations program is developed and implemented with at least one market and one pantry.

V. Address food availability issues for children outside of school.

According to the Food Insecurity Needs Assessment, “when the schools are closed, families lose a vitally important resource. The Council should examine how to meet this seasonal challenge.” This is a priority in Ottawa County because, over the last nine years, the number of children living in poverty here has increased, which has resulted in a greater number of children who qualify for free and reduced lunches. Because much of the county is rural, lack of transportation resources inhibit children’s ability to get to programs that could address the needs. Thus, when school is not in session, there is an increased financial burden to purchase additional food that families may not be able to afford and children of working parents may be left alone with limited resources in the home and nothing to do. OCFPC members desire to help families that use free and reduced lunch programs to find ways to address food resource gaps during the periods when schools are not in session (including summer and holiday breaks as well as weekends).

The OCFPC envisions a community where well balanced meals are consistently available to children year-round. These meals would be available at home and school as well as at school-break activity programs and other locations where children gather when not in school.

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17. Assess children’s access to well-balanced meals during school break periods.	a. Identify school break periods (planned and emergency)	Disaster Plans from Red Cross Emergency Prep. Task Force Schools	Mary Grillo	By September 2012, OCFPC will have a comprehensive schedule of school break periods from districts across the county.
	b. Identify and map existing summer food programs (USDA and beyond)	GVSU & Hope OAISD MDE Churches Kids’ Food Basket Emergency Preparedness Church E-mail list.	Michelle Martin	By December 2012, summer food programs are identified and mapped.

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17. Assess children's access to well-balanced meals during school break periods.	c. Identify where the low income children are in the county	U.S. Census information OAISD SNAP – DHS GVSU	Michelle Martin	By December 31, 2012, map Ottawa County children of low income families.
	d. Develop a resource list of children activity programs (who is doing what) in the county.	DHS Rec. Departments YMCA 211 Boys & Girls Clubs Great Start MSUE	Michelle Martin Kathryn Hamm	By December 31, 2012, a Comprehensive resource list of children's activity programs is developed.
	e. Identify potential partnerships and facilitate planning meetings to fill gaps for food sourcing and distribution during planned break periods.	Summer food programs map Low income children map Resource list	Teresa Pawl Knapp Kids' Food Basket Patrick Moran Sonya Archer	By December 31, 2014, a partnership development plan that addresses identified resource gaps is implemented.
18. Increase the number of eligible children attending summer meal program sites that currently exist.	a. Evaluate the rates of utilization of the summer meal programs.	Holland Public Schools West Ottawa Public Schools Salvation Army Ottawa County School Districts Churches	Lisa Uganski	By December 31, 2012, utilization evaluation is completed.

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18. Increase the number of eligible children attending summer meal program sites that currently exist.	b. Partner with summer youth programs to increase participation.		OCFPC Subcommittee	By September 2014, partnerships have resulted in increased participation in summer meal programs targeted.
	c. Market summer meal programs to target audiences.		OCFPC Subcommittee	By September 2014, partnerships have resulted in increased participation in summer meal programs targeted.
	19. Increase the number of eligible children that have a meal outside of the school day.	a. Promote and support Kids' Food Basket in Ottawa County.		Kids' Food Basket
20. Create a distribution system to families in unmet need areas.	a. Utilize list of children's activity sites to coordinate food programs for kids in unmet needs areas.	Summer Food Programs map developed by OCFPC	OCFPC Subcommittee	By December 31, 2014, food will be provided to at least one area that does not have a food program.

VI. Strengthen the Ottawa County Food Policy Council

The OCFPC envisions a council that is representative of both the county's diversity as well as the food distribution system from farmer to consumer. The council should have a positive impact upon food equity policy as well as develop systems that will support its priorities.

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21. Meet grant obligation to implement public food policies	a. Develop policies and present them to key stakeholders.	MI Food Policy Council GGRFSC Food Systems Council	Lisa Uganski	By September 2012, the OCFPC will develop and submit at least one food use policy. By September 2013, the OCFPC will develop and submit a second food use policy.
22. Establish and implement the Food Policy Council structure and leadership (if necessary, strategically expand membership)	a. Develop organizational structure of the group, including task forces for each priority area. b. Determine how leadership of the coalition is assigned.	OCFPC members OCHD	Lisa Uganski Sandy Boven	By October 2012, the organizational structure of the OCFPC will be developed (including defined task forces). By October 2012, the OCFPC will have a plan for assigning its leadership.

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22. Establish and implement the Food Policy Council structure and leadership (if necessary, strategically expand membership)	c. Employ part time staff to help with coordination.	County and/or state funds Grants	Ottawa Co. Health Department OCFPC	On an annual basis staff funding is secured.
	d. Based upon annual evaluation of OCFPC representation, ensure adequate representation from the various ethnicities that live in the county.	Michigan Works! Specialists that work with the migrant population. Migrant Resource Council. Lakeshore Ethnic Diversity Alliance (LEDA) Hispanic Resource Center. Hospitals Farmers' Markets	Lisa Uganski	By February of each year of the strategic plan, the OCFPC's membership will include representation from the county's ethnic diversity.
	e. Based upon annual evaluation of OCFPC representation, ensure adequate representation from the four county quadrants (focusing on the southeast and northeast portions of the county).	Current coalition members that have contacts (Food services personnel to reach students). Student Councils. Coopersville Cares Love, Inc.	Lisa Uganski	By February of each year of the strategic plan, the OCFPC's membership will include at least one representative from the southeast and at least one representative from the northeast portions of the county.

GOAL <i>What do we want to accomplish?</i>	ACTION STEP <i>How are we going to do it?</i>	RESOURCES <i>What do we have available that will help us achieve it?</i>	CHAMPION <i>Who is going to make sure we keep active?</i>	ACHIEVEMENT MEASURE <i>How will we know when we are done? When do we expect to be done?</i>
22. Establish and implement the Food Policy Council structure and leadership (if necessary, strategically expand membership)	f. Based upon evaluation of OCFPC representation, ensure adequate representation from people utilizing food assistance resources.	United Way Matrix Parent of a child receiving free and reduced lunch.	Lisa Uganski	By February of each year of the strategic plan, the OCFPC's membership will include representation from the people utilizing food assistance resources.
23. Secure grant funding to carry out the OCFPC's Strategic Plan.	a. Develop a list of recurring (perennial) grant opportunities which could apply to OCFPC goals and share with OCFPC members in a timely manner to ensure preparation for application. b. Develop and submit grant applications to fund OCFPC initiatives c. Ensure programs developed address transportation issues	Sandra Boven Theresa Pawl-Knapp	OC Human Services Coordinating Council Lisa Uganski	By December 2012 a list of grant opportunities will be developed and will be updated annually.
		Grant List OCFPC Task Forces	OCFPC Subcommittees Lisa Uganski	At least one grant application will be submitted on behalf of the council each year through 2015. Throughout the life of the Strategic Plan, all programs supported by the OCFPC will address transportation issues to ensure access.

GOAL <i>What do we want to accomplish?</i>	ACTION STEP <i>How are we going to do it?</i>	RESOURCES <i>What do we have available that will help us achieve it?</i>	CHAMPION <i>Who is going to make sure we keep active?</i>	ACHIEVEMENT MEASURE <i>How will we know when we are done? When do we expect to be done?</i>
24. Demonstrate that the OCFPC Strategic Plan is effectively addressing each of the priority areas.	a. Develop outcomes data tracking system.	Google docs	Lisa Uganski	Each OCFPC initiative produces “learning” regarding what works and what does not work, which is logged for knowledge retention.
25. Educate OCFPC members about current issues and legislation related to healthy food access in Ottawa County.	a. Monitor current issues/legislation related to healthy food access in the county. b. Provide information to OCFPC members in the form of email messages, articles, presentations, etc.	Michigan Food Policy Council Healthy Kids Healthy Michigan	Dan VanOmmen Lisa Uganski	The OCFPC will provide 2 legislative updates for its members each year.
26. Educate legislators about the current needs in Ottawa County related to healthy food access.	a. Discuss current issues/needs related to healthy food access in the county at OCFPC meetings. b. OCFPC members will determine the needs related to healthy food access in Ottawa County that should be communicated to legislators.	Michigan Food Policy Council Healthy Kids Healthy Michigan	Dan VanOmmen	An OCFPC representative will communicate with legislators regarding needs related to healthy food access in Ottawa County at least twice each year.

Goals identified as a part of this planning process that the OCFPC should consider at a later date:

1. Expand farm to school programs (including surveying schools to determine interest in participating in such a program)
2. Explore collaborative purchase of local foods with governmental dollars.
3. Complete assessment to determine interest in Community Supported Agriculture (CSA) among county farmers and buyers.
4. Increase promotion of currently existing summer meal program sites through collaboration with student councils across the county.
5. Provide social media pop-up regarding farmers' markets for food stamp recipients.
6. Develop reciprocal relationships (between garden organizers and recipients) at community gardens.

Goals Organized by Due Date (Note: this table organizes this Strategic Plan's Action Steps by the projected due date. It is intended to assist the OCFPC to organized and priorities activities based upon upcoming due dates. Note also that action steps that expected to be achieved on an annual basis are repeated each year. Action Steps identified as ongoing are listed at the top of this chart to assist the OCFPC to routinely review and continue activity in those areas.)

PRIORITY	GOAL	ACTION STEP	ACHIEVEMENT MEASURE	Due Date
2	5	b. Advocate with the USDA for healthy commodities choices	Ongoing	
4	12	a. Work with schools and libraries to educate children and adults	Ongoing – re-do each spring	
6	22	c. Employ part time staff to help with coordination.	On an annual basis staff funding is secured.	
6	23	c. Ensure programs developed address transportation issues	Throughout the life of the Strategic Plan, all programs supported by the OCFPC will address transportation issues to ensure access.	

PRIORITY	GOAL	ACTION STEP	ACHIEVEMENT MEASURE	Due Date
6	24	a. Develop outcomes data tracking system.	Each OCFPC initiative produces “learning” regarding what works and what does not work, which is logged for knowledge retention.	
6	25	a. Monitor current issues/legislation related to healthy food access in the county.	The OCFPC will provide 2 legislative updates for its members each year.	
6	25	b. Provide information to OCFPC members in the form of email messages, articles, presentations, etc.	The OCFPC will provide 2 legislative updates for its members each year.	
6	26	a. Discuss current issues/ needs related to healthy food access in the county at OCFPC meetings.	An OCFPC representative will communicate with legislators regarding needs related to healthy food access in Ottawa County at least twice each year.	
6	26	b. OCFPC members will determine the needs related to healthy food access in Ottawa County that should be communicated to legislators.	An OCFPC representative will communicate with legislators regarding needs related to healthy food access in Ottawa County at least twice each year.	
4	12	b. Provide promotional materials to churches and pantries about Farmers’ Markets accepting EBT and Double Up Bucks	Annually, through 2015, at least five churches and pantries receive information and materials to share regarding farmers’ markets.	5/31/2012
3	7	a. Identify the current practices used by local food pantries.	By September 2012, a list of local food pantries and their current practices will be developed.	9/30/2012
4	12	a. Work with schools and libraries to educate children and adults	By September 30, 2012, at least five schools and libraries receive information and materials to share regarding farmers’ markets.	9/30/2012

PRIORITY	GOAL	ACTION STEP	ACHIEVEMENT MEASURE	Due Date
4	15	a. Incorporate nutrition education at farmers' markets regarding storing, selecting, and preparing fruits and vegetables.	By September 30, 2012, at least five classes are held during Farmers' Markets.	9/30/2012
5	17	a. Identify school break periods (planned and emergency)	By September 2012, OCFPC will have a comprehensive schedule of school break periods from districts across the county.	9/30/2012
6	21	a. Develop policies and present them to key stakeholders.	By September 2012, the OCFPC will develop and submit at least one food use policy.	9/30/2012
3	8	b. Develop handouts for consumers with special cardio vascular and diabetes needs to explain healthy food choices	By the fall of 2012, special needs handouts have been developed and distributed to food pantries	10/31/2012
6	22	a. Develop organizational structure of the group, including task forces for each priority area.	By October 2012, the organizational structure of the OCFPC will be developed (including defined task forces).	10/31/2012
6	22	b. Determine how leadership of the coalition is assigned.	By October 2012, the OCFPC will have a plan for assigning its leadership.	10/31/2012
1	1	b. Map food distribution process to identify system strengths and community gaps.	By December 2012 (based on GVSU's schedule), a food distribution process map is complete and analysis of system strengths and community gaps completed.	12/13/2012
1	2	a. Map current services across the county and develop recommendations for efficiencies. (Seek pantries that are willing/able to be "super sites.")	By December 2012, a services map is completed and presented to the OCFPC.	12/31/2012
2	3	a. Educate donors about "good food" (what is "good food") and donating before expiration.	By December 2012, educational materials are developed	12/31/2012

PRIORITY	GOAL	ACTION STEP	ACHIEVEMENT MEASURE	Due Date
2	3	b. Identify gaps in donations and educate donors to increase targeted donations from non-food producers (i.e. churches).	By December 2012, a baseline regarding client satisfaction of healthy food choices on food trucks and at food pantries has been established	12/31/2012
3	7	b. Develop Pantry Manual that describes best practices	By December 2012, a "Best Practice Pantry Operational Manual" will be developed and distributed to local food pantries.	12/31/2012
3	7	c. Survey pantries to determine if sufficient geographically diverse pantries are offering special diet, healthy, and ethnic items (at least one per township)	By December 2014, at least one "special dietary needs" pantry is identified per county quadrant	12/31/2012
3	8	a. Develop resource sheet to assist volunteers in offering healthy food choices for persons with special health needs (targeting cardiovascular and diabetes issues)	By December 2012, resource sheet is developed and distributed to food pantries.	12/31/2012
3	9	a. Increase the number of congregated sites that have special diets available.	By December 31, 2012, identify all congregated sites in the county.	12/31/2012
4	13	a. Work with existing transportation system to develop free/reduced transportation program to/from farmers' markets.	By December 31, 2012, identify and map all farmers' markets in Ottawa County by the scope of products offered	12/31/2012
5	17	b. Identify and map existing summer food programs (USDA and beyond)	By December 2012, summer food programs are identified and mapped.	12/31/2012
5	17	c. Identify where the low income children are in the county	By December 31, 2012, map Ottawa County children of low income families.	12/31/2012
5	17	d. Develop a resource list of children activity programs (who is doing what) in the county.	By December 31, 2012, a comprehensive resource list of children's activity programs is developed.	12/31/2012

PRIORITY	GOAL	ACTION STEP	ACHIEVEMENT MEASURE	Due Date
5	18	a. Evaluate the rates of utilization of the summer meal programs.	By December 31, 2012, utilization evaluation is completed.	12/31/2012
6	23	a. Develop a list of recurring (perennial) grant opportunities which could apply to OCFPC goals and share with OCFPC members in a timely manner to ensure preparation for application.	By December 2012, a list of grant opportunities will be developed and will be updated annually.	12/31/2012
6	23	b. Develop and submit grant applications to fund OCFPC initiatives	At least one grant application will be submitted on behalf of the council each year through 2015.	12/31/2012
6	22	d. Based upon annual evaluation of OCFPC representation, ensure adequate representation from the various ethnicities that live in the county.	By February of each year of the strategic plan, the OCFPC's membership will include representation from the county's ethnic diversity.	2/28/2013
6	22	e. Based upon annual evaluation of OCFPC representation, ensure adequate representation from the four county quadrants (focusing on the southeast and northeast portions of the county).	By February of each year of the strategic plan, the OCFPC's membership will include at least one representative from the southeast and at least one representative from the northeast portions of the county.	2/28/2013
6	22	f. Based upon evaluation of OCFPC representation, ensure adequate representation from people utilizing food assistance resources.	By February of each year of the strategic plan, the OCFPC's membership will include representation from the people utilizing food assistance resources.	2/28/2013
1	1	a. Bring food resource providers together to define mutually acceptable boundaries for client service, food and funds solicitation	By spring 2013, a collaborative model process is developed and boundaries are defined.	4/1/2013
1	1	c. Identify potential resources to fill identified gaps and create a forum for discussion	By April 2013, a discussion forum that addresses identified gaps has been held and a plan for moving forward developed.	4/30/2013

PRIORITY	GOAL	ACTION STEP	ACHIEVEMENT MEASURE	Due Date
1	1	e. Research and implement a system that fosters regular communication between local growers and food distributors (to get the word out about current food needs and availability)	By May 2013, a system is implemented that ensures communication between local growers and food distributors.	5/31/2013
3	10	b. Develop guidelines for well-marked shelving, designated by food choice type. (to be included in Best Practice Operation Food Pantry Manual)	By May 2013, at least 25% of Ottawa County food pantries have designated food choice areas based upon OCFPC guidelines.	5/31/2013
4	12	b. Provide promotional materials to churches and pantries about Farmers' Markets accepting EBT and Double Up Bucks	Annually, through 2015, at least five churches and pantries receive information and materials to share regarding farmers' markets.	5/31/2013
4	15	b. Develop and offer Farmers' Market orientation at markets across the county	By the Spring of 2013, an orientation program is developed and implemented at a minimum of one farmers' market.	5/31/2013
4	16	a. Determine whether farmers' markets have a donations program/are interested in developing such a program.	By Spring 2013, a farmers' market donations program is developed and implemented with at least one market and one pantry.	5/31/2013
1	1	f. Promote the system to local growers and food distributors so that they can participate.	By June 2013, local growers and food distributors are communicating via the new system.	6/30/2013
2	3	b. Identify gaps in donations and educate donors to increase targeted donations from non-food producers (i.e. churches).	By June 2013, at least two targeted food drives have successfully collected specific healthy foods.	6/30/2013
3	11	a. Provide cooking demonstrations at pantry sites to show how healthy foods can be prepared.	By June 2013, at least 5 cooking demonstrations are held at 5 different sites.	6/30/2013

PRIORITY	GOAL	ACTION STEP	ACHIEVEMENT MEASURE	Due Date
4	12	c. Expand farmers' markets' weekday hours.	By June 2013, at least one farmers' market will offer evening hours.	6/30/2013
6	21	a. Develop policies and present them to key stakeholders.	By September 2013, the OCFPC will develop and submit a second food use policy.	9/30/2013
5	19	a. Promote and support Kids' Food Basket in Ottawa County.	Beginning with the 2013/2014 school year, Kids' Food Basket is active in at least one school building in Ottawa County per year.	10/31/2013
2	4	a. Survey pantries regarding current food storage to determine need(s).	By November 2013, survey results are analyzed and recommendations made regarding food storage needs.	11/30/2013
2	3	a. Educate donors about "good food" (what is "good food") and donating before expiration.	By December 2013, materials are in use.	12/31/2013
2	3	b. Identify gaps in donations and educate donors to increase targeted donations from non-food producers (i.e. churches).	By December 2013, the amount of targeted donations has increased by 10% over baseline.	12/31/2013
2	3	c. Increase the amount of food coming from local farmers.	By December 2013, the amount of food coming from local farmers will increase by 10% over baseline.	12/31/2013
2	5	a. Gain a better understanding of commodities and how system works	By December 2013, the OCFPC has received an informational presentation regarding commodities and the USDA commodities systems.	12/31/2013
3	10	a. Establish baseline number of current food pantries with designated food choice areas.	By December 31, 2013, a baseline count of pantries with designated food choice areas will be established.	12/31/2013
6	23	b. Develop and submit grant applications to fund OCFPC initiatives	At least one grant application will be submitted on behalf of the council each year through 2015.	12/31/2013

PRIORITY	GOAL	ACTION STEP	ACHIEVEMENT MEASURE	Due Date
6	22	d. Based upon annual evaluation of OCFPC representation, ensure adequate representation from the various ethnicities that live in the county.	By February of each year of the strategic plan, the OCFPC's membership will include representation from the county's ethnic diversity.	2/28/2014
6	22	e. Based upon annual evaluation of OCFPC representation, ensure adequate representation from the four county quadrants (focusing on the southeast and northeast portions of the county).	By February of each year of the strategic plan, the OCFPC's membership will include at least one representative from the southeast and at least one representative from the northeast portions of the county.	2/28/2014
6	22	f. Based upon evaluation of OCFPC representation, ensure adequate representation from people utilizing food assistance resources.	By February of each year of the strategic plan, the OCFPC's membership will include representation from the people utilizing food assistance resources.	2/28/2014
2	4	b. Match identified need(s) with available resources.	By May 2014, planned recommendations have been implemented.	5/31/2014
4	12	b. Provide promotional materials to churches and pantries about Farmers' Markets accepting EBT and Double Up Bucks	Annually, through 2015 at least five churches and pantries receive information and materials to share regarding farmers' markets.	5/31/2014
4	14	a. Encourage farmers' markets to accept Bridge Cards.	By July 31, 2014, one additional community farmers' market accepts bridge cards.	7/31/2014
4	14	b. Obtain local funding for Double Up Bucks in order to expand the program	By July 31, 2014, Double Up Food Bucks are accepted at markets in northern Ottawa County.	7/31/2014
5	18	b. Partner with summer youth programs to increase participation.	By September 2014, partnerships have resulted in increased participation in summer meal programs targeted.	9/30/2014

PRIORITY	GOAL	ACTION STEP	ACHIEVEMENT MEASURE	Due Date
5	18	c. Market summer meal programs to target audiences.	By September 2014, partnerships have resulted in increased participation in summer meal programs targeted.	9/30/2014
1	1	d. Research electronic data sharing system that assists providers to know where the activity and needs are.	By December 2014, an electronic data sharing system is being used by at least five providers across Ottawa County.	12/31/2014
2	3	d. Develop collaborative gleaning program including local volunteers and FAWM distribution and storage.	By December 2014, a gleaning program is established through local volunteer recruitment.	12/31/2014
3	10	c. Increase client selection of special food needs at designated pantries	By December 31, 2014, the percent of pantries with designated special food needs areas will increase over baseline.	12/31/2014
5	17	e. Identify potential partnerships and facilitate planning meetings to fill gaps for food sourcing and distribution during planned school break periods.	By December 31, 2014, a partnership development plan that addresses identified resource gaps is implemented.	12/31/2014
5	20	a. Utilize list of children's activity sites to coordinate food programs for kids in unmet needs areas.	By December 31, 2014, food will be provided to at least one area that does not have a food program.	12/31/2014
6	23	b. Develop and submit grant applications to fund OCFPC initiatives	At least one grant application will be submitted on behalf of the council each year through 2015.	12/31/2014
6	22	d. Based upon annual evaluation of OCFPC representation, ensure adequate representation from the various ethnicities that live in the county.	By February of each year of the strategic plan, the OCFPC's membership will include representation from the county's ethnic diversity.	2/28/2015

PRIORITY	GOAL	ACTION STEP	ACHIEVEMENT MEASURE	Due Date
6	22	e. Based upon annual evaluation of OCFPC representation, ensure adequate representation from the four county quadrants (focusing on the southeast and northeast portions of the county).	By February of each year of the strategic plan, the OCFPC's membership will include at least one representative from the southeast and at least one representative from the northeast portions of the county.	2/28/2015
6	22	f. Based upon evaluation of OCFPC representation, ensure adequate representation from people utilizing food assistance resources.	By February of each year of the strategic plan, the OCFPC's membership will include representation from the people utilizing food assistance resources.	2/28/2015
4	12	b. Provide promotional materials to churches and pantries about Farmers' Markets accepting EBT and Double Up Bucks	Annually, through 2015 at least five churches and pantries receive information and materials to share regarding farmers' markets.	5/31/2015
2	6	a. Research donation programs implemented elsewhere and present findings to the OCFPC.	By December 2015 at least two donation programs are presented to the OCFPC to consider implementing in Ottawa County.	12/31/2015
3	9	a. Increase the number of congregated sites that have special diets available.	By December 31, 2015, all congregated sites will have special diets available.	12/31/2015
4	13	a. Work with existing transportation system to develop free/reduced transportation program to/from farmers' markets.	By December 31, 2015, a free/reduced transportation program is established to at least two Farmers' Markets in the county.	12/31/2015
4	13	b. Bring a mobile farmers' market to other locations (such as TEFAP distribution) to offer food for sale.	By December 31, 2015, a mobile farmers' market is implemented.	12/31/2015
6	23	b. Develop and submit grant applications to fund OCFPC initiatives	At least one grant application will be submitted on behalf of the council each year through 2015.	12/31/2015

Updated 11/15/12