Local Food Policy Council Guide

LOCAL FOOD POLICY COUNCILS
A GUIDE FOR MICHIGAN’S COMMUNITIES

DRAFT VERSION – Still under construction
# TABLE OF CONTENTS

Chapter 1: Introduction  
- What is a food policy council?  
- Sample Functions  
- addressing local needs  
- sample issues a council could address  

Chapter 2: Getting started  
- What it takes to develop and maintain a Local Food Policy Council  
- Is a Local Food Policy Council right for your community?  
- Lead Agency or Convener Self-Assessment (knowing your purpose)  
- Stakeholder Readiness  
- Convening a start-up team and defining the purpose and function of the Local Food Policy Council  
- Community Food Assessments  

Chapter 3: Organizational Framework and Process  
- Representation  
- Member roles  
- Leadership structure  
- Operations  
- Government affiliation?  

Chapter 4: Taking action to reach goals  
- Developing a strategic vision  
- Constructing Goals  
- Forming task forces  
- Community outreach and communication  

Chapter 5: Reporting back to the state food policy council  

Chapter 6: Financial  
- sample budget  

Chapter 7: Resources  
- Local food policy councils in Michigan  
- Helpful websites regarding food policy councils
INTRODUCTION

There are many descriptions of food policy councils, but they generally consist of a group of stakeholders from agriculture and food systems convening to develop and assist in implementing innovative policies to address fragmented problems in the food system. Ideally, members represent a diversity of sectors, often categorized as production, consumption, processing, distribution and waste recycling, and include government, non-profits, businesses and concerned citizens. Members concerns and backgrounds are also often quite diverse, including for instance, anti-hunger advocates, educators and academics, farmers concerned about profitability and/or sustainability, worker welfare activists, and urban and rural planners. The idea of bringing together so many individuals is that they will be able to exchange understanding and knowledge to develop more system-oriented solutions and pool their resources to achieve outcomes that would not otherwise be possible. While the actual goals and actions of food policy councils are formed by local conditions, the authors of a recent report, Food Policy Councils, Lessons Learned (2009)\(^1\) identified four common functions of food policy councils:

**Forum for Food Issues** - Food Policy Councils can be described as umbrella organizations in which diverse members of the food movement participate. They create space for dialog. Additionally, Food Policy Councils attempt to work from a food systems perspective, integrating and balancing the various issues and interests that shape the food system.

**Foster Coordination Between Sectors** - In taking a food systems approach, FPCs commit themselves to working across the full range of food sectors – from production to consumption and recycling. How well each of these sectors is represented and whether FPCs improve communication between the five sectors (production, consumption, processing, distribution and waste) varies widely among Food Policy Councils.

**Policy** - Within government, Food Policy Councils’ roles include those of research, oversight, advising and advocating for specific policies. They can also help identify areas that government has not been able to address, and either propose a change in government policy or identify the need for a non-governmental organization (NGO) to initiate a new program. In this role FPCs have the opportunity to bridge the divisions in public policy making – representing food issues to sectors of government that might be unaware of the effect of their mandates, policies and actions on health, nutrition and the environment. \(^4\)

**Programs** - Food Policy Councils, despite their name, have often focused on implementing programs – working to tackle the issues themselves, rather than sticking

exclusively to policy advising. Direct experience in the food system can inform policy making, and many newer FPCs (of which there are many) feel that they need greater experience as a basis for proposing policy recommendations. Many programs that councils launch can be one-time successes, such as getting food stamps accepted at farmers markets, creating school breakfast programs, building affordable housing for farm workers or securing land for community gardens. Other programs actually spin-off into new organizations that continue to work on a specific issue area."

How Can Local Food Policy Councils Help?

Although federal policy sets many conditions for agriculture, local food policy councils provide a variety of opportunities to address problems in the food system. Neil Hamilton, of Drake Agricultural Law Center, argues that local policy merits attention because “state and local food policy offers a rich and flexible set of opportunities for innovative programs. It provides the opportunity to capture the creativity and insight of informed and affected people, who are often excluded from or unable to participate in the development of federal programs.”

In many instances, Food Policy Councils work to support increased production and consumption of local foods. Ken Meter, from the Crossroads Research Center, suggests that “local foods may be the best path toward economic recovery.” Other issues a food policy council might work to address include supporting community gardens, providing hunger and food assistance for the needy, increasing access and affordability of healthy foods, expanding nutrition education and healthy school lunches, and promoting food entrepreneurship.

Approaching food system issues in your community can not create jobs and improve nutritional health, but can also be a way to build a closer community and enhance the overall quality of life of residents. Many issues can be tackled through policy change or new or expanded programming, and food policy councils often take on both. Which issues to address and how should stem from local communities and the people in them – the next section presents suggestions on how to get started identifying what a Food Policy Council could do in your community.
GETTING STARTED

What does it take to start a Local Food Policy Council

Most new councils are catalyzed by a small planning committee made up of individuals or a few diverse organizations from the local area. Sometimes one person’s idea or problem could spark interest from others to take action. The food policy council itself is made up of individuals who see a critical need and solution and are willing to get the process started by assessing the community’s interest, informing residents of progress, creating an informal or formal structure for the future council, as well as the initial purpose and role of the collaboration.

Some Ways to Start:

Holding community conversations can be a good way to get citizens and organizations involved and aware of the emerging local food policy council. These conversations also allow the planning committee to understand local needs and ideas related to food. A volunteer or paid, trained facilitator should be hired for the meetings. Newsletter and newspaper articles, emails, letters, and website advertisement can be used to inform people in the community that may be interested in participating at the conversation. Word-of-mouth is often the most persuasive and efficient way to get people involved so encourage people to tell their friends. Conversations should be held on more than one night and it may be wise to hold them in different geographical locations throughout the community to encourage different groups of people to attend. Anyone involved in food can and should attend the meetings, even if their only role is to buy and consume food products. The goal is to get a very diverse group of people so that a wide range of topics can be discussed. There are some less obvious people who should be invited such as loan officers from local banks or micro-loan companies, school personnel, or managers from golf courses or hotels that serve food. Some examples of questions asked at community conversation meetings are:

- What is already going on in the community regarding food?
- What do we wish we had more of?
- What do we want to achieve?
- What are the most important issues/goals to tackle?
- What do we need to achieve our goals?
- What is an effective process for getting people involved?
- Who are key people to involve in this process?
- What resources to we already have, and what ones do we need?
Community Food Assessments

It is important to conduct some community food assessment activities in order to see which topics are most important in the local community. According to the Community Food Security Coalition, a community food assessment is “a collaborative process that examines a broad range of food-related issues and resources in order to improve the local food system.” Food assessments show where there are inequities, opportunities and assets within the community. The community assessment in itself may be a first success to help the council build momentum, community support and political legitimacy. Other food organizations within the community may use your assessments to examine the food needs within their sector. This often gives rise to opportunities for collaboration between organizations on projects.

Next we give a few possible methods of assessing the community’s food needs. If enough is already known about the community’s needs or if another group has already done a food systems assessment that you can use, it is possible to skip this step and go right into conducting focus groups or forming action teams. Although it can be done, it is not recommended to disregard the community food assessment step and jump right into focus groups or action teams based on what the council thinks the community might need in regards to food. This may lead the council to pursue only objectives that are important to council members themselves rather than focus on addressing issues that affect the majority of the community. The Michigan Department of Community Health has a very useful online resource called the Nutrition Environment Assessment Tool (NEAT) that can assist your council in executing a community food assessment. It is an online assessment of a community’s environment and policies related to promoting and supporting healthy eating and the provision of access to healthy foods within the workplace, community and school settings. If you would like to utilize or read about NEAT, you can access it at: http://mihealthtools.org/neat/. The Community Food Security Coalition also has a website with resources on conducting a community food assessment.
http://www.foodsecurity.org/cfa_home.html

See Appendix A for a sample of survey questions that could be asked of community members and resources for survey development.
ORGANIZATIONAL FRAMEWORK

During the convening phase of the food policy council, many decisions will need to be made regarding the structure and processes of the food policy council. It is valuable to make these decisions deliberatively – some may affect the council’s capacity to pursue its priorities; some will be influenced by the community context and organizational resources; others may affect how and the extent to which partners participate. Research on which practices are most effective for Food Policy Councils is ongoing, and differing conditions in each community mean what works in one place will not necessarily work in another, making it difficult to suggest “best practices.” Nonetheless, this section will highlight some of the important structural and operating decisions a council should consider and give insights where possible.

Councils should not expect to establish the perfect structure on the first try and stick to it for eternity. Butterfoss & Kegler suggest it is common for councils to progress through phases of development that affect the workability of differing structures. For instance, in the early stages, when trying to adequately assess community needs and develop plans and strategies, the organization needs to ensure the benefits of participation outweigh the costs. Later, when trying to mobilize members to take concrete steps, pursuing quick wins can help maintain member interest (although this is often insufficient to achieve larger, longer term change). Further, the progression tends to be cyclical, where councils may need to return to member recruitment and reanalysis of their purpose and goals after achieving, or failing to achieve, an outcome. Therefore, councils should be flexible and periodically take the initiative to re-evaluate how well their structures and processes are working.

**Perspectives on the Council**

The convening committee will need to consider what sectors it wants on the council. A greater diversity of sectors brings together more perspectives, and often differing skill sets and resources, which can be beneficial to the work of the council. In addition to typical sectors of production, consumption, distribution, processing, and waste management (the latter two often being underrepresented), council may consider including other actors in the systems such as bankers or academics. The council should also recognize that there may be many perspectives within each sector – for instance, in production, the owners, workers, and regulators are likely to have differing opinions on some subject. Therefore, a diversity of perspectives within each sector is also desirable.

Diversity can be pursued in a variety of ways. Some councils specify the characteristics for each seat, while others generalize the perspectives they wish to have and provide a count for each general perspective. Further diversity can occur through committees and task forces making concerted efforts to be inclusive and accessible to community members.
Although extensive diversity is desirable, it is not perfectly achievable. Realistically, some sectors may have no representatives willing or capable of participating. As councils reflect on their operations, noting which sectors tend to be less present at meetings may help identify barriers that may be precluding these groups from participating. The council should think through ways to address those barriers. For instance, holding meetings at regular rotating locations or ensuring translators are available may help more community members engage. The most workable size of a council may also be a limiting factor – though a group may decide to start with a smaller number and grow over time, Schiff suggests 20-30 members as an ideal size. For an idea of what diversity might look like, see the listing of the members of Santa Fe’s and Detroit’s Food Policy Councils (as of 2010).

**Santa Fe Food Policy Council (as of 2010):**
- Steve Shepherd, Director of Health and Human Services, Santa Fe County
- Katherine Mortimer, Supervising Planner, City of Santa Fe
- Terrie Rodriguez, Community Services Department Director, City of Santa Fe
- Sherry Hooper, Executive Director of The Food Depot
- Pamela Roy, Executive Director of Farm to Table
- Carol Rose, Food and Nutrition Education, NM Department of Health
- Renee Villarreal, Community Planner, Santa Fe County
- Tony McCarty, Executive Director of Kitchen Angels
- Mark Winne, Community Food Security Coalition
- Steve Warshawer, Owner of Beneficial Farms
- Sarah Noss, Executive Director of the Santa Fe Farmers’ Market

**Detroit Food Policy Council (as of 2011)**

**Name & Sector**
- Malik Yakini, Chair, Nsoroma Institute, K-12 Schools
- Phil Jones, Vice Chair, Jones urban Foods, Food Processors
- Ashley Atkinson, Secretary The Greening of Detroit, Sustainable Agriculture
- DeWayne Wells, Treasurer, Gleaners Community Food Bank of Southeastern Michigan, Emergency Food Providers
- Marilyn NeferRa Barber, Detroit Black Community Food Security Network, At Large
- Dan Carmody, Eastern Market Corporation, Wholesale Food Distributors
- Patrick Crouch, The Capuchin Soup Kitchen, At Large
- Charity Hicks, Detroit Black Community Food Security Network, At Large
- Minsu Longiaru, Restaurant Opportunities Center of Michigan (ROC-Michigan), Food Industry Workers
- Anntinette McCain, Detroit Public Schools, Coordinated School Health Programs, At Large
- Kami Pothukuchi, Wayne State University, SEED Wayne, College and Universities
- Lisa Nuszkowski, City of Detroit, Mayoral Appointee
- Sharon Quincy, City of Detroit Department of Health and Wellness, Department of Urban Planning
- Olga Stella, Health and Wellness Appointee, Detroit Economic Growth Corporation
- Kathryn Underwood, Detroit City Council, City Planning Commission, City Council Appointee
- Charles Walker, Retail Food Stores
The council will also need to decide how to select members and leaders. They may be appointed, elected, self-selected, selected by previous members, etc. Selection may also be through a combination of these processes. No clear “best practice” for how to appoint council members has been identified.

Members Roles

The council will need to figure out members’ roles, both in terms of who they are representing and in terms of what work will be expected from members. If government officials attend, will they be ex-officio who can inform the council’s processes or representative of their agencies? If representatives, it is preferable to have officials who have enough authority to make decisions on behalf of their agencies and implement them. Similarly, will individuals represent their organizations or themselves? If representing their organizations, will they need to seek approval from the organization before moving forward on council decisions and activities? This last process can slow down decision making, but may offer benefits in terms of greater buy in or improved outcomes. For all members, it is useful to speak of members as ‘providing the perspective of’ a particular sector or interests, rather than saying they ‘represent’ that group. ‘Representing’ a group can make some people uncomfortable because they feel they cannot or should not speak on behalf of the group.

Schiff’s dissertation identifies a particular structure, “working councils,” which require members to perform work for the council outside of council meetings. She points out this may be possible if members are interested, or can merge the work with their regular employment, but it can also create conflicts and challenges. The alternative option is for the council to serve more of a networking and coordinating role between diverse organizations. These decisions will affect what outcomes it is realistic for the council to pursue, with more ambitious projects requiring larger commitments from members.

Structure of the council

The council’s decisions regarding structure will be influenced by decisions regarding membership representation and roles, but also by the frequency and type of involvement the council wants from the community as well as whether the council is government sanctioned or independent.

There is not a one size fits all structure for local food policy councils. But some options to think about are:

- How will decision making proceed? Come councils choose a steering committee that makes decisions and a general assembly of community members who provide input.
  - Will the steering committee be elected by the general assembly if the council is independent or appointed or elected by the governing body?
  - How long will members serve?
  - Must members pay dues?
  - Will members lose their voting rights after failing to participate?
- Having standing working groups or task forces, or forming ad hoc committee to address issues as they arise.
  - Who will serve on these committees, how will they be chosen?
  - Will staff serve the committees or only the general assembly or steering committee?
How will communication be maintained between committees and one another and the general assembly?
Will these committees need to seek authorization from the general assembly or steering committee before moving forward? Will the general assembly or steering committee assign tasks to the committees?
- How will the strategic plan, that guides overall activities for the group, be developed? Who will develop it?
- Where and how should non-regularly participating community members go to provide input or raise issues?

Sample Council Leadership Structure

- Council of 25-30 people with Steering Committee
- Nutrition workgroup 5-8 people
- Education and schools workgroup 5-8 people
- Gardens workgroup 5-8 people
- Anti-Hunger Workgroup 5-8 people
Operating Procedures

Finally, once the above decisions have been made, it is valuable to formalize in documents such as mission statements, by laws, and membership manuals. Foster-Fishman et al. observe that formalization of processes helps stability and predictability, reduces conflicts and competition, and promotes member satisfaction and commitment. However, as previously noted, it is also important to have regular evaluations of these processes in order to assess whether they are working well for the council or need revisions.

For ideas on different structures and government affiliations, councils should look at the Community Food Security Coalition website: http://www.foodsecurity.org/FPC/council.html. This site has further “how-to” resources for structuring and operating a council, as well as a list of councils operating in North America. A few specific examples to look at include the New Haven Food Policy Council (Connecticut) which was created by city ordinance, the Dane County Food Council (Wisconsin) created by the county board’s passing of a resolution, and the Greater-Grand Rapids Food System Council (Michigan) which is independent and membership based. The appendix of this guide also includes samples of by-laws and resolutions that current local food policy councils in the United States have used for their creation.

There are several resources that can provide further insight into the tradeoffs involved in some of these decisions. Councils may wish to read:

Government Affiliation?

One of the questions many councils tackle is what their relationship to government will be. Some councils choose to operate completely independently of government because it allows them more flexibility to challenge the operations and systems of government or because members may be uncomfortable with government exercising undue influence. However, many choose to form within government or form independently then pursue formal government recognition because it helps achieve “buy-in” and support from government officials that is critical for implementing policy changes. The options will depend in large part on the political climate within the community. It may not be feasible to be government sanctioned in some communities. On the other hand, the council may not be able to move forward or make an impact without government support.

Government councils usually form because a leader within government pursues it, often at the behest of key stakeholders, or because a grassroots coalition advocated for the mandate. Therefore, conveners may choose to pursue government mandates as the original form for creation of the council. If the council desires government recognition but it is politically infeasible, forming independently and asking for government support at a later date is an option. In asking for recognition, the council may need to present its purpose, goals, vision, or other documentation to the governing body in order to justify the action. The governing body may also ask the council to draft a resolution for the body to vote on.
There are three other considerations when forming a council affiliated with government. First, councils housed in broadly focused departments, such as a Mayor’s office or planning department, tend to be better at addressing multiple issues whereas councils housed in single issue departments, such as public health or agriculture, often become dominated by the traditional stakeholders and issues of that department. Second, the scale of government to affiliate with matters. Some issues are so dominated by state policy that a municipal council will have limited ability to achieve impacts. For instance, food safety standards are generally set at the state level. On the other hand, issues such as land use and zoning are largely governed at the municipal or county level. Finally, councils formed by executive order tend to be vulnerable to shifting politics and may dissolve when their champion leaves office. Depending on the political landscape, this may mean balancing tradeoffs between longer term durability and the benefits of government affiliation.

The recommendations in this chapter are also drawn from:
TAKING ACTION

Developing a Strategic Vision

As strategic vision is a working document that is written to outline objectives, goals and the overall future vision for the food policy council. The strategic vision can be written as a 3-year or 5-year plan that outlines the goals and objectives of the council, what interventions will be used to meet the objectives, when the interventions will be carried out, which issues carry the greatest priority, what data sources you will use for background information (don’t forget that the community assessments are also sources of data), and the populations that will be reached through your interventions. Very generally, here are the steps for writing a strategic vision:

- Situation - evaluate the current situation and how it came about
- Target - define goals and objectives
- Path/Proposal - map a possible route to the objectives

The strategic vision can start out with the name of the food policy council and a mission statement. The mission statement is a sentence or two that outlines the purpose and duties of the food policy council. Next, the council can outline some broad, overarching goals such as the ones discussed above and the goals outlined in Michigan’s Good Food Charter. Then the council can begin to identify action areas. These action areas will most likely become obvious after the council has done a community food assessment of some sort as well as focus groups to narrow down action plans. These action areas are things that the food policy council believes they have the capacity to address either now or in the future.

Once the objectives are written, the council can begin to focus on how these objectives will be met (i.e. what interventions/actions can the food policy council undertake to foster community-level change). For each objective there should be:

- A list of data sources to get background information on current community conditions
- A couple priorities that can be set out to reach the objective
  - Each priority should then have:
    - One or two interventions
    - And each intervention should outline:
      - Potential population reached
      - Potential funding sources
      - Potential project partners
      - Estimated project year(s) or dates
Not every strategic vision must follow this outline exactly, but in general this is a way that it can be organized. As political climates shift and knowledge of food and farming grows, the vision can be changed and updated. The strategic vision is simply a way for the food policy council to state its objects and ways to reach them. It is also a way to keep the council on track and to be sure that it is progressing and meeting its objectives.

**Constructing Goals**

Each community has its own set of issues to tackle, so the goals of food policy councils across the country are different. Food policy councils can use “hot topics” from the community assessment to narrow down some goals. In order to get a better idea of the purpose and benefits of a local food policy council, here is a list of examples of what some appropriate goals *may* be:

- Increase and improve access to nutritious, affordable and culturally suitable foods
- Ensure availability of inner-city supermarkets to eliminate the potential for food deserts
- Promote healthful eating to reduce obesity rates and related diseases
- Promote nutritious school breakfast and lunch programs
- Encourage nutrition education in schools and throughout the entire community
- Build sustainable food systems
- Promote household and community gardens, community supported agriculture and buying/utilizing local food
- Promote local food processing, including things such as community canning programs
- Promote emergency feeding programs (i.e. soup kitchens or food banks)
- Promote local farmers’ markets

Keep in mind that goals will be different for each council so that they are able to meet the food needs of their specific community. It is important that a local food policy council clearly states its purpose and goals in relation to other food-related organizations in the community to reduce competition for funding, recognition, and members’ time. The Michigan Good Food Charter (http://www.michiganfood.org/) is one document that outlines local, state and national goals for the food system. A local food policy council may find Michigan’s Good Food Charter as a useful tool to adopt and work with. An emerging local food policy council in Washtenaw County, Michigan has found the Charter to be a good jumping-off point as they refine and prioritize their goals. It is in no way binding, and the council and tweak the goals to fit their local community as they move forward.

**Forming Task Forces**

After the community has been assessed and the food policy council has a good idea of what actions it would like to take, task forces can be created to address each focus area. These task forces (or subcommittees) will implement the necessary community changes/policies to meet the objectives of the food policy council. Task forces can sometimes consist of only council members or can consist of both council members and other stakeholders within the community. The task forces can meet separately from the rest of the council, but should report back to the council regularly.

The idea behind creating task forces is that sometimes decisions can be made somewhat easier in smaller groups. In addition, the task forces will most likely consist of people who are knowledgeable
in the field in which they will be addressing. For example, if a task force is going to be working on creating a community garden then the members may consist of a gardener, farmer, a nearby community member who may use the garden, a city planner, and other key stakeholders. The members of a task force will usually be determined by the steering committee, advisory board, or chairperson on the food policy council. They could also be nominated and elected by the council as a whole.

When taking action, task forces should keep in mind that:

- Community change takes time.
- Policy, system, and environmental change projects are difficult to evaluate and show outcomes.
- Diverse partnerships are essential for creating policy, system, and environmental changes.

For examples of frameworks and action plans that outline task forces, please see Appendix D. In addition, you can visit http://www.michigan.gov/mfpc/0,1607,7-228-41482---,00.html to see the four task forces that are part of Michigan’s State Food Policy Council.

**Communications Plan**

It is a good idea at some point to let the community know about the local food policy council you are creating, and to make them aware of what you are trying to do. The more open and transparent a council is, the more likely it is that residents will support the council’s actions and even volunteer to help out where needed. In addition, communicating with residents is a way to get stakeholders involved that may have been overlooked at first glance. Community members can have great insight and ideas for the council as well so it is wise to be open-minded and really take comments from the community into consideration.

To get started, the council can write up a communications plan that will outline the most effective mediums of communication within the community and how each medium can be used to get the word out. See Plan sample in appendices.
REPORTING BACK TO THE STATE FOOD POLICY COUNCIL

Although there are no guidelines in place for connecting local food policy councils to Michigan’s State Food Policy Council, the goal is to keep everyone in touch with one another. The Michigan Food Policy Council was created by executive order. If legislation is pushed to establish the council within state government, the structure of the council may change somewhat. Depending on what structure the state council has in the future, there may be a place for representatives from local councils within the state council as either voting or auxiliary members.

Other plans for the future include creating a network of local councils that will convene and discuss current happenings with the state council. In order to get this network started, a conference-style meeting may be set up for Michigan’s local councils to meet and discuss opportunities for interconnectedness and what they need from the state council. From there, it would be ideal to have the local councils check-in with the state council annually or quarterly via meetings or conference call so that the state council is aware of what is going on in local communities throughout Michigan. In addition, a newsletter (or other form of regular communication) sent out by the state council to local communities would be helpful to keep everyone involved and informed of what is going on in Michigan regarding the food system.

The state food policy council plans to give assistance to local councils by making members available to help local councils and attend local council meetings if need be. In addition, the state council would like to offer professional development/training classes for those councils that are just starting up. The state council will inform the local councils as other opportunities arise, such as available grants and resources.

Michigan Food Policy Council

www.michigan.gov/mfpc
FINANCIAL

Though not absolutely necessary, funds for a local food policy council are helpful to carry out community conversations, focus groups, and various other functions. When attempting to gather funds for the council, be cautious of the implications that certain businesses, government bodies or institutions you are getting funding from might have on the council’s activity. For example, if your food policy council is funded by a local university and wants to tackle an issue that university officials are against, the council may not be use that funding for the cause or may lose their funding altogether for being non-compliant. Too many of these situations can really hinder the progress of the food policy council. Also try to be sure to try and keep funding continuous and sustainable. See Appendix E for samples of a food policy council coordinator job description.

Sample budget for a local food policy council overseeing a population of 100,000:

<table>
<thead>
<tr>
<th>Food Policy Council Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
</tr>
<tr>
<td>Coordinator Salary</td>
</tr>
<tr>
<td>Fringe benefits</td>
</tr>
<tr>
<td>Training</td>
</tr>
<tr>
<td>Forum</td>
</tr>
<tr>
<td>Supplies</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
</tbody>
</table>

*Source: Community Food Security Coalition

Sample budget for a local food policy council overseeing a population of 500,000:

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinator (External)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary</td>
<td>$60,000</td>
<td>$45,000</td>
</tr>
<tr>
<td>Benefits (20% of salary)</td>
<td>$12,000</td>
<td>$9,000</td>
</tr>
<tr>
<td>Travel and Expenses</td>
<td>$2,500</td>
<td>$500</td>
</tr>
<tr>
<td>Facilitation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilitation</td>
<td>$15,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>Category</td>
<td>2020</td>
<td>2021</td>
</tr>
<tr>
<td>------------------------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Travel and Expenses</td>
<td>$1,000</td>
<td>$500</td>
</tr>
<tr>
<td>Communications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publicity (web, print)</td>
<td>$5,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>Events</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meeting Expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meals</td>
<td>$1,000</td>
<td>$1,000</td>
</tr>
<tr>
<td><strong>Yearly Totals</strong></td>
<td>$84,500</td>
<td>$76,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Source: Community Food Security Coalition
RESOURCES

Local Food Policy Councils in Michigan as of April 2011

- Detroit Food Policy Council: Established
  - Website: http://www.detroitfoodpolicycouncil.net/Home_Page.html
- Greater Grand Rapids Food Systems Council: Established
  - Website: http://www.foodshed.net/index.html
- Isabella County is starting one
- Southern Clinton County is starting one
- Ingham County is starting one
- Montcalm County is starting one
- Oceana County is starting one
- Ottawa County is starting one
- Washtenaw County is starting one

Helpful Websites Regarding Local Food Policy Councils

Community Food Security Coalition: http://www.foodsecurity.org/FPC/

Drake University Ag Law Center: http://www.statefoodpolicy.org/

RE-AIM Evaluation Tool: http://www.re-aim.org/

Helpful Readings for Local Food Policy Councils


References


Appendix A

Sample Survey Questions
Here are a few examples of questions that may be asked in an online (or door-to-door survey):

• Please mark the option that most closely matches your current level of involvement in growing or raising healthy foods within the local community.
  o Interested, but not involved
  o Working on a farm or garden for a year or less
  o Working on a farm or garden for more than a year
  o Involved in local food in other ways (i.e. processing, selling, etc.)
  o Other, please specify

• In general, what are some key issues that you would like to see addressed regarding farming and food in your local community?
  o How easy is it for you to access fresh fruits and vegetables in your community?
    o Very difficult
    o Difficult
    o I do not eat fruits and vegetables
    o Easy
    o Very Easy
  o How much fresh fruits and vegetables do you consume on a regular basis?
    o Almost none
    o One serving per week
    o A few servings per week
    o Five servings per day
  o When available, do you purchase locally produced food over food that is shipped from other regions of the country or world?
    o Yes
    o No
    o If not, please specify the reason below.

Some websites that allow you to create online surveys include:
• SurveyMonkey.com
• SurveyClub.com
• FreeOnlinesurveys.com
• Surveyscout.com
• AdvancedSurvey.com
• SurveyWriter.com

Appendix B

GREATER GRAND RAPIDS FOOD SYSTEMS COUNCIL BYLAWS
Adopted February 12, 2005

Article I: Name
Section 1: The name of the organization shall be the Greater Grand Rapids Food Systems Council (GGRFSC), or referred to as the corporation.

Article II Organization
Section 1: GGRFSC shall be described and defined as an independent, non-profit, non-Political, non-sectarian incorporated council.
Section 2: GGRFSC’s primary area of concern is the geographic area of Kent County and Adjacent areas.
Section 3: The principal office of the GGRFSC shall be 1411 Byron S.E., Grand Rapids, Michigan 49506, or as designated by the Board of Directors.

Article III Purpose
The purpose of the GGRFSC is to build a just and sustainable locally oriented food system for West Michigan; through research, education, advocacy, projects and networking.

Article IV Membership and Representation
Section 1: GGRFSC shall not have the authority to issue capital stock. GGRFSC is organized on a membership basis. Membership in the GGRFSC shall be extended to all stakeholders in the Greater Grand Rapids food system.
Section 2: Membership may include but shall not be limited to governmental entities, community based organizations, institutions of higher education, corporate and commercial entities, nonprofit organizations, and individuals.
Section 3: Membership shall be contingent upon acceptance of the purpose of GGRFSC and upon annual payment of dues, or as determined by the Board of Directors with approval of the Committee of the Whole, with provisions for exemptions.

Article V Committee of the Whole
Section 1: The fundamental governing body of the GGRFSC shall be a Committee of the Whole.
Section 2: The bylaws shall be adopted by majority vote of the Committee of the Whole at legal meetings.

Article VI Board of Directors
Section 1: The Committee of the Whole shall every year nominate and elect or re-elect half of the membership of a Board of Directors. This board will consist of at least eight (8) members, with half of those members coming up for election in any year.
Section 2: The chairperson and vice-chairperson or co-chairs, secretary, and treasurer will be elected by the Board of Directors from its ranks each year.
Section 3: Duties of the Board of Directors will be to carry out the business of the GGRFSC based upon general direction from the full GGRFSC. They may hire staff, appoint ad hoc committees and task forces, disburse funds, and seek financial assistance to carry out the council’s policies and actions.
Section 4: Policies and procedures of the GGRFSC shall be adopted by majority vote of the Board of Directors.
Section 5: The Board of Directors will appoint standing and ad hoc committees as necessary, with direction from the Committee of the Whole.

Article VII Officers, Duties and Succession
Section 1: Chairperson: The chairperson shall preside at all meetings of the GGRFSC and the Board of Directors, and conduct other activities as necessary to carry out the functions of the GGRFSC. The chairperson shall supervise the affairs of the GGRFSC and may sign official documents on behalf of
the GGRFSC. In general, the chairperson shall perform all duties incident to the office of chairperson and such other duties as may be prescribed by the GGRFSC.

Section 2: Vice-Chairperson: The vice-chairperson shall act for the chairperson in his/her absence and serve as vice-chairperson of the Board of Directors. The vice-chairperson will perform other duties incident to the office of chairperson.

Section 3: Co-Chairs: The Board of Directors may choose, by a vote in the month following its re-election, to elect co-chairs rather than a chairperson and vice-chairperson. The shared duties of these co-chairs would be the same as the chairperson, Section 1 above.

Section 4: Secretary: The secretary shall keep records of the organization and Board of Directors, and minutes of all meetings, as well as notifying members of meetings. The secretary shall perform other duties incident to the office of secretary.

Section 5: Treasurer: The treasurer shall keep monies and disburse funds as authorized by the GGRFSC, and perform other duties incident to the office of treasurer.

Section 6: The vice-chairperson shall succeed to the office of the chairperson should a vacancy occur in that office and shall then serve until the end of the next meeting at which an election is held. If there are co-chairs and one of the positions has a vacancy occur, the remaining co-chair will govern until a new co-chair is elected, or if within 60 days of Board of Director re-elections, will finish out the term. In the event there is a vacancy of both chairperson and vice-chairperson, or both co-chairs, the secretary shall serve as chairperson until an election is held to fill both offices. These elections shall be held within 60 days of the vacancies occurring.

Section 7: In the event the position of vice-chairperson, secretary or treasurer becomes vacant, the Board of Directors will elect someone to take his or her place within 60 days of the vacancy.

Article VIII Meetings
Section 1: The GGRFSC Committee of the Whole will meet annually or more often as determined necessary.

Section 2: At the written request of 10 members, the Chair will call a meeting. Meetings called as the result of a written request by members will be held within 60 days of the receipt of the written request.

Section 3: The Board of Directors will meet as needed.

Section 4: Minutes of all meetings of the Committee of the Whole will be provided to each member at least 7 days prior to the next meeting. Minutes of the Board of Directors will be provided to each Board of Directors member at least 7 days prior to the next Board of Directors meeting. Minutes of all meetings will be made available to any GGRFSC participant.

Section 5: A legal meeting (quorum) of the Committee of the Whole shall be ten (10) legal voting members.

Section 6: A legal meeting (quorum) for the Board of Directors shall be a majority of its members. Only Board of Directors members may vote. The Chair or any two members of the Board of Directors can call a meeting of the Board of Directors.

Article IX Financial Provisions and Fiscal Year
Section 1: All expenditures of the GGRFSC, not associated with normal business operations, exceeding $500 $100 must be approved by the Board of Directors unless it represents an item included in an approved budget for a granted project.

Section 2: The Board of Directors may authorize any officer(s), agent or agents to enter into any contract or execute and delivery any instruments in the name of and on behalf of the GGRFSC, and the authority may be general or confined to specific instances.
Section 3: All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of GGRFSC shall be signed by an officer or agent of the Board of Directors and in the manner the Board of Directors shall determine from time to time by resolution.

Section 4: The chairperson shall annually appoint a committee to conduct a review of GGRFSC books and to determine whether a financial audit is necessary. If deemed necessary, such an audit will be conducted.

Section 5: The fiscal year of the GGRFSC shall be January 1st through December 31st.

Article X Amendments
Section 1: These bylaws may be amended by a two-thirds vote of the Committee of the Whole in attendance at a legal meeting, noticed 30 days prior to the meeting, when the notice of the meeting contains the proposed amendments.

Article XIX Limit on Liability and Indemnification
Section 1: Liability of Directors and Officers. No director or officer of the corporation shall be personally liable to the corporation for monetary damages for breach of fiduciary duty as a director or officer, except for liability (i) for any breach of the director’s or officer’s duty of loyalty to the corporation, (ii) for acts or omissions which involve intentional misconduct or knowing violation of law, (iii) under section 551 of the Michigan Nonprofit Corporation Act, or (iv) for any transaction from which the director or officer derived an improper personal benefits. If the Michigan Nonprofit Corporation act, or any other applicable law, is amended to authorize corporate action further eliminating or limiting the personal liability of directors and officers, then the liability of a director or officer of the corporation shall be eliminated or limited to the fullest extent permitted by the Michigan Nonprofit Corporation Act, or any other applicable law, as so amended. Any repeal or modification of this Section by the directors or officers of the corporation shall not adversely affect any right or protection of a director or officer of the corporation existing at the time of the repeal or modification.

Section 2: Assumption of Liabilities. The corporation assumes all liability to any person, other than the corporation, for all acts or omissions of a director or officer occurring on or after the date of filing, of the corporation’s Articles of Incorporation.

Section 3: Indemnification, Judgment, Settlement, etc. The corporation shall indemnify a person who was or is a party or is threatened to be made a party to a threatened, pending or completed action, suit, or proceeding, whether civil, criminal, administrative or investigative and whether formal or informal, other than an action by or in the right of the corporation, by reason of the fact that the person is or was a director, officer, employee or agent of the corporation, or is or was serving at the request of the corporation as a director, officer, partner, trustee, employee or agent of another foreign or domestic corporation, partnership, joint venture, trust or other enterprise, whether for profit or not, against expenses, including attorneys’ fees, judgments, penalties, fines and amounts paid in settlement actually and reasonably incurred by the person in connection with the action, suit or proceeding, if the person acted in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of the corporation, and with respect to a criminal action or proceeding, if the person had no reasonable cause to believe his or her conduct was unlawful. The termination of an action, suit or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent, does not, of itself, create a presumption that the person did not act in good faith and in a manner which he or she reasonably believed to be in or not opposed to the best interests of the corporation, and, with respect to a criminal action or proceeding, had reasonable cause to believe that his or her conduct was unlawful.

Section 4: Indemnification Expenses. The corporation shall indemnify a person who was or is a party to or is threatened to be made a party to a threatened, pending or completed action or suit by or in the
right of the corporation to procure a judgment in its favor by reason of the fact that he or she is or was a director, officer, employee or agent of the corporation, or is or was serving at the request of the corporation as a director, officer, partner, trustee, employee or agent of another foreign or domestic corporation, partnership, joint venture, trust or other enterprise, whether for profit or not, against expenses, including attorneys’ fees and amounts paid in settlement incurred by the person in connection with the action or suit, if the person acted in good faith and in a manner the person reasonably believed to be in or not opposed to the best interests of the corporation. However, indemnification shall not be made for a claim, issue or matter in which the person has been found liable to the corporation unless and only to the extent that the court in which the action or suit was brought has determined upon application that, despite the adjudication of liability but in view of all circumstances of the case, the person is fairly and reasonably entitled to indemnification for the expenses which the court considers proper.

Section 5: Reimbursement: (a) To the extent that a director, officer, employee or agent of the corporation has been successful on the merits or otherwise in defense of an action, suit or proceeding referred to in this Article, or in defense of a claim, issue or matter in the action, suit or proceeding, he or she shall be indemnified against expenses, including attorneys’ fees, incurred by him or her in connection with the action, suit or proceeding and an action, suit or proceeding brought to enforce the mandatory indemnification provided in this subsection. (b) Any indemnification under this Article, unless ordered by a court, shall be made by the corporation only as authorized in the specific case upon a determination that indemnification of the director, officer, employee or agent is proper in the circumstances because he or she has met the applicable standard of conduct as set forth in this Article. This determination shall be made in any of the following ways: (1) By a majority vote of a quorum of the corporation consisting of members who were not parties to the action, suit or proceeding; (2) If the quorum described in subsection (1) is not obtainable, then by a majority vote of a committee of members who are not parties to the action. The committee shall consist of not less than two disinterested members. (3) By independent legal counsel in a written opinion. (c) If a person is entitled to indemnification under this Article for a portion of expenses including attorneys’ fees, judgments, penalties, fines or amounts paid in settlement, but not for the total amount, the corporation may indemnify the person for the portion of the expenses, judgments, penalties, fines or amounts paid in settlement for which the person is entitled to be indemnified.

Section 6: Advancement of Expenses: Expenses incurred in defending a civil or criminal action, suit or proceeding described in this Article may be paid by the corporation in advance of the final disposition of the action, suit or proceeding upon receipt of an undertaking by or on behalf of the director, officer, employee or agent to repay the expenses if it is ultimately determined that the person is not entitled to be indemnified by the corporation. The undertaking shall be by unlimited general obligation of the person on whose behalf advances are made but need not be secured.

Section 7: Rights Not Limited. The corporation shall make no provision to indemnify directors or officers in any action, suit, or proceeding referred to in articles which shall be in conflict with the provisions of this Article. The indemnification or advancement of expenses provided under this Article is not exclusive of other rights to which a person seeking indemnification or advancement of expenses may be entitled under the Articles of Incorporation. Bylaws, a contractual agreement or otherwise by law. However, the total amount of expenses advanced or indemnified from all sources combined shall not exceed the amount of actual expenses incurred by the person seeking indemnification or advancement of expenses. The indemnification provided for in this Article continues as to a person who ceases to be director, officer, employee, or agent and shall inure to the benefit of the heirs, executors and administrators of the person.

Section 8: Insurance. The corporation may maintain insurance, at its expense, to protect itself and any director, officer, employee or agent of the corporation or another corporation, partnership, joint
venture, trust, or other enterprise against any expense, liability or loss, wither or not the corporation would have the power to indemnify the person against the expense, liability or loss under the Michigan Nonprofit Corporation act or any other applicable law.

Section 9: Merger and Reorganization. For purposes of this Article the corporation includes all constituent corporations absorbed in a consolidation or merger and the resulting or surviving corporation, so that a person who is or was a director, officer, employee or agent of the constituent corporation or is or was serving at the request of the constituent corporation as a director, officer, partner, trustee, employee or agent of another foreign or domestic corporation, partnership, joint venture, trust or other enterprise, whether for profit or not, shall stand in the same position under the provisions of this Section with respect to the resulting or surviving corporation as the person would if he or she had served the resulting or surviving corporation in the same capacity.

Article VIX Dedication and Distribution of Assets; Dissolution

Section 1: No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its directors, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article III hereof. No substantial part of the activities of the GGRFSC shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the GGRFSC shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (i) by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code; or (ii) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

Section 2: Upon the dissolution of the corporation, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a Court of Competent Jurisdiction of the county in which the principal office is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

RATIFIED BY THE MEMBERS AT THE ANNUAL MEETING, FEBRUARY 12, 2005

Appendix C

Joint Resolution: Community Food Agriculture Coalition of Missoula County, Montana

Joint Resolution Number 6889

A RESOLUTION TO ACTIVELY SUPPORT EFFORTS TO INCREASE THE SECURITY OF OUR LOCAL FOOD SYSTEM SO THAT IT IS BASED ON A SUSTAINABLE AGRICULTURE WHICH ENHANCES THE LOCAL ECONOMY AND BUILDS REGIONAL SELF-RELIANCE AND SO THAT ALL CITIZENS HAVE ACCESS TO NUTRITIOUS AND AFFORDABLE FOOD.

WHEREAS, pursuant to Article II, section 3 of the Montana Constitution, entitled inalienable rights, all persons have certain inalienable Constitutional rights that include the right to a clean and healthful environment, pursuing life’s basic necessities and seeking their safety, health and
happiness in all lawful ways; and
WHEREAS, it is within the power and responsibilities of local governments in Montana to secure and promote the general public health, safety and general welfare of the individuals within their respective local government jurisdiction; and
WHEREAS, a recent comprehensive study has identified a number of threats to and concerns about the long-term security of Missoula County’s food and farming system; and
WHEREAS, a healthy agricultural system is a valuable part of our cultural heritage, contributing to open space, wildlife habitat, and other public benefits, and is integral to the long-term security of our food system; and
WHEREAS, Missoula County is losing many of its working farms and ranches due to problems associated with low economic returns from agriculture and pressures from development; and
WHEREAS, a major challenge in rebuilding our local food system is to devise strategies that will address the need for farmers and ranchers to earn a fair price for their products while maintaining consumer affordability; and
WHEREAS, the primary food-related concern of Missoula County citizens is food quality, such as food safety, pesticide residues on food and availability of organic and local foods; and
WHEREAS, cost of living issues, specifically low wages, pose significant barriers to accessing healthy, nutritious foods for low-income individuals and their families; transportation to food outlets is an emerging concern for low-income individuals; emergency food providers are seeing an ever increasing need for their services; and public social services remain underutilized; and
WHEREAS, there are many different organizations working individually on various issues regarding food and farming in Missoula County, no existing entity takes an integrated approach to solving these issues;
NOW, THEREFORE BE IT RESOLVED that the Missoula City Council and the Board of Missoula County Commissioners support the establishment of a multi-stakeholder Community Food and Agriculture Coalition, that addresses community needs related to food and agriculture in a comprehensive, systematic, and creative way.
BE IT FURTHER RESOLVED that the Missoula City Council and the Board of Missoula County Commissioners shall each appoint from their respective governing body membership a city council member and a county commissioner to serve on the Community Food and Agriculture Coalition to share information among the Missoula City Council, Missoula County Commissioners, and the Community Food and Agriculture Coalition; and
BE IT FURTHER RESOLVED that the Missoula City Council and the Board of Missoula County Commissioners support the development of a Food and Agriculture Policy that will contribute to the healthful and affordable eating patterns of all City and County residents and that will promote regional self-reliance through a sustainable agriculture that is environmentally sound, economically viable, socially responsible, and non-exploitative.
PASSED AND ADOPTED March 7, 2005

Appendix D
Clark County
Food System Council

Working Framework
Our Vision:
To have a healthy community and thriving local food system that:
• Provides access to healthy and culturally appropriate food for all residents;
• Values and preserves community land for food production;
• Maximizes the use of local, regional and seasonal foods;
• Meets the needs of the present generation without compromising the needs of future generations.

Our Mission:
The Clark County Food System Council increases and preserves access to safe, local and healthy food for all residents of Clark County.

Strategies: The Clark County Food System Council supports a viable, economical and sustainable local food system through multiple strategies including:
• Strengthening the connections between food, health, natural resource protection, economic development and the agricultural community;
• Researching, analyzing and reporting on information about the local food system;
• Advocating for and advising on food system and food policy implementation;
• Promoting and providing education on food system issues.

Background:
The Food System Council (FSC) is a citizen advisory board that is comprised of individuals from many sectors of the community food system that have come together around common interests and beliefs about a healthy sustainable food system for Clark County. Council formation is sponsored by Community Choices and Steps to a Healthier Clark County Access to Healthy Foods Team and will also be supported by Clark County Public Health. This framework is the working document for the initial formation of the Council and will be used as the Council is formed and as final bylaws are created and approved.

Purpose:
The Council is formed to:
- Establish and maintain a comprehensive dialogue and assessment of the current food system in our community;
- Provide a forum for people involved in different parts of our community food system and government to meet and learn about how each others’ actions impact our food system;
- Identify and prioritize issues and make recommendations that promote, support and strengthen access to healthy food for citizens in our community.

Membership:
The Council will be comprised of a minimum of 15 and maximum of 21 elected members representing as many of the following professions and/or viewpoints as possible: agriculture, nutrition, education, emergency food systems, health care, food services, food manufacturers and distributors, waste management, planning, transportation, grocery, community members, business or economic development, human services, faith based organizations, land use and concerned citizens. Members shall live or work in Clark County and shall serve without compensation. In addition to the elected membership, the Public Health Advisory Council (PHAC) will have the ability to appoint a member to the council. The PHAC member will have the same rights and responsibilities of other council members, including voting. The appointee will work as a liaison keeping PHAC informed of FSC
activities and providing a link for PHAC support, as requested by the council. Initially, Council members are appointed for one or two-year terms and may be reappointed for an additional term with rotations that ensure continuity with new members joining experienced members. The membership selection process shall strive to consider racial, socioeconomic, ethnic and geographic diversity. The Council shall establish standing committees and/or issues committees to perform the work of the Council and to include additional stakeholders. As circumstances arise, the Council can alter, change or disband these committees. Council members are expected to attend all meetings. Excused absences (sickness, death in family, business trips or emergencies) will not affect a member’s status. However, three consecutive meetings and/or more than three unexcused absences in a 12-month period shall constitute cause to recommend resignation and replacement of the position.

Officers shall be elected by a majority of vote of the Council and include a chairperson and vicechairperson. Officers shall serve for a term of one year or until their successors are elected. Having a broad representation of support and interest from across the local food system is important to the efforts of the Food System Council. Individuals, organizations or agencies that support the mission of the Clark County food System Council are invited to participate as affiliate members. Affiliate members provide input and resources to the work of the council, including assistance on work activities, but are not voting members. The membership committee will be responsible to develop criteria for affiliate applications, to review requests for affiliate status quarterly and report back to the council regarding recommendations for affiliate membership.

Duties of Officers:

Chairperson-
• Develop meeting agendas with staff and lead the Council meetings.
• Serve as the main liaison between the Council and government representatives.
• Represent the organization to the community.
• Ensure the Council acts in accordance with policies and mission.
• Facilitate consensus decision-making whenever possible.
• Put aside personal opinions when speaking for the FSC.
• Commit to keeping the work of the FSC going between meetings.
• (The first year will be a one-year term. The Council will revisit next year to determine continuance for a two-year commitment.)

Vice-Chairperson-
• Assume duties of chairperson in his/her absence.
• Ensure FSC acts in accordance with its policies and mission.
• Commit to keeping the work of the FSC going between meetings.
• Assist the chairperson with FSC tasks as needed.
• Commit to taking over for chair when term is up
• (There is an assumption that the Vice Chairperson will take over the chair position, though there is not guarantee that they will be Chairperson in 2009-2010. The Council will reassess this process next year.).

Meetings are open to all community members but only the Council members will vote and/or take action on recommendations and work activities for the Council.

Meetings:
The Council shall hold regularly scheduled meetings that are publicly announced in advance. All regularly scheduled meetings will include a reasonable allotment of time for community input. Special meetings can be called by the officers of the Council. The purpose of the meeting shall be stated. Except for cases of emergency, at least five (5) days notice shall be given. Support for meeting organization, minute taking and distribution is provided by staff.

Ground Rules:
Council members agree to-
- Start and end meetings on time.
- Turn cell phones to vibrate or off.
- Read minutes when a meeting has been missed.
- Build trust by meeting commitments to one another.
- Fully participate, actively listen and use open communication methods.
- Value each others’ opinions.
- Maintain a focus on vision, mission and strategies.
- Work toward progress.
- Uphold decisions made by the Council (speak with a unified voice).

Staff agrees to-

Agenda-Meeting Planning
- Receive requests from membership for agenda items prior to second Tuesday of the month.
- Meet with co-chairs to prioritize items and develop agenda for next meeting.

Meeting Setup and Support:
- Set up meeting space.
- Assure note taker and meeting leaders are present.
- Assist with flow and time keeping during meeting.
- Provide technical assistance as necessary
- Review minutes with co-chairs for completeness/accuracy.
- Send minutes, next agenda and any attachments to council 1-2 weeks prior to the next meeting.

General Support
- Be an active participant in the workings of the Council.
- Receive and distribute appropriate information e-mails to membership.
- Assist in seeking resources for council work.
Assist council in connecting with other boards, committees and community groups and elected officials.
- Assist sub committees and task forces, as needed.

Decision Making: The FSC will make decisions by consensus.
- If consensus is not reached, the FSC will decide how to proceed on a case-by-case basis. Options could include deferring the decision and reconsidering it later, forming a subcommittee to gather more information, and/or getting external feedback on the issue.
- For each Council member, the standard for agreement is that feels that they can support the decision.
- The FSC will check consensus by a thumbs up, down, or sideways poll (sideways poll means “I need more clarification and/or check in with me”). No abstentions.
• If a Council member disagrees, s/he should clearly articulate concerns and try to offer an alternative solution.
• Everyone should understand whether the issue being discussed is time-sensitive.
• A Council member who must miss a meeting and has strong opinions about an issue that will be discussed should find a way to convey their opinions to the group.
• A quorum of Council members, which will consist of one-half of council plus one, need to be present for decisions to occur, with either the Chair or Vice chair also present.
• Council members need to be present to participate in a decision (no proxies).
• Council work tasked to committees or task forces that require timely attention may be approved via e-mail. A deadline for members to respond will be established and lack of response will be determined as consensus to move the issue forward.

Criteria for Taking on Issues:
• Is there a direct connection between the issue and the vision, mission and strategies?
• Is it an immediate issue that will have a major impact on the food system?
• Is the issue urgent or time sensitive?
• Does the issue build or sustain an existing effort?
• Can the FSC make a difference or influence the issue? What community or affiliation are we trying to influence?
• Does the FSC have the resources to commit to the issue?
• Do we know enough to decide?
• What are the basic pieces of information we need to take this on?
• Who else is working on the issue?

** Food System Definition - The chain of activities beginning with the production of food and moving on to include processing, distributing, wholesaling, retailing, preparation and consumption of food and eventually to the disposal of food waste

For more information contact: Tricia Mortell, Clark County Public Health, 360-397-8000 Ext 7211, tricia.mortell@clark.wa.gov.

Vision, Mission & Goals

Vision Statement
Establish Cleveland and Cuyahoga County as a model for food security through regional food system development, ensuring that every resident has access to fresh, healthy, affordable food.

Mission Statement
Promote a just, equitable, healthy, and sustainable food system in the City of Cleveland, Cuyahoga County, and Northeast Ohio.

Primary Goals
• Create a forum that brings people together from all aspects of the food system to generate new relationships and cross learning;
• Initiate research, policies, and programs that increase food security and social and economic opportunity for food producers, distributors, and consumers;
• Advance a food security and food system development agenda at the City and County level to ensure that every resident has access to fresh, healthy, and affordable food;
• Serve as a resource to the community to assist in solution-oriented local food system development programs and projects.

Action Plan
We periodically revise the "action plan" devised during the development of Coalition to reflect how the structure and aims have evolved. Follow this link to view or download the 2009 Action Plan.
Quarterly Forums
The Coalition coordinates quarterly forums featuring local, regional, and national speakers. These forums provide an opportunity for all coalition members to learn new ideas, build relationships with one another, and develop new projects and partnerships. Thus, a quarterly forum is probably the best entry point for someone interested in learning more about and potentially joining the Coalition.
Previous forums have highlighted:
• Faith-based community food initiatives
• Local purchasing policies from three perspectives
• Local innovations in healthy food access in underserved communities
• Methods of improving the distribution and processing infrastructure for the local food system

Appendix E

Executive Coordinator Job Description

Job Description:
Created by Executive Order 2005-13, the Michigan Food Policy Council (MFPC) has a mission to cultivate a safe, healthy and available food supply for all of Michigan’s residents while building on the state’s agricultural diversity to enhance economic growth. The executive coordinator will work to fulfill the mission by organizing and coordinating funding, research, and program efforts of the council.

The executive coordinator reports to the MFPC Chairperson. The executive coordinator’s main responsibility is to make sure the work of the council is in alignment with the Governor’s Executive Order and the 2006 Report of Recommendations. The executive coordinator is central to the council’s efforts by leading research and programmatic efforts, coordinating council and task force members, and managing communication and financial matters. This position will be filled by the MFPC Steering Committee. More information about MFPC is available online at www.mda.state.mi.us/mfpc.

Responsibilities:
• Work with state department, non-profit, and private partners to implement the council’s recommendations released in 2006.
• Represent the council at meetings and conferences and make presentations on the council’s behalf.
• Research food policies and programs, particularly in areas relating to agri-food economic development, healthy food access, Michigan food promotion, and agricultural viability.
• Draft communications with stakeholders regularly and reports as needed.
• Facilitate connections and collaborative efforts between various food system stakeholders.
• Manage council operations, including funding, budget, and communications.
• Plan and coordinate council and task force meetings.
• Work with steering committee to develop long-term plans.
• Lead funding efforts, including pursuit of private and government grants.
• Report to the MFPC Chairperson regarding the progress of council’s efforts and provide updates to the Michigan Department of Agriculture (lead state agency), Governor’s Office, and MFPC Steering Committee.

Qualifications:
• A Bachelor’s Degree and 3-5 years professional experience in the following:
  o Nonprofit or government work relating to food system, agriculture, economic development, public health, environmental and/or hunger issues.
  o Grant writing and fundraising efforts.
  o Program/project management.
• Strong oral and written communication skills.
• Exceptional organizational, management, research, and analytical skills.
• Experience facilitating group processes and development.
• Interest in and knowledge of food system issues.
• Ability to use basic computer programs: Word, PowerPoint, Excel.

This is a full-time position as an employee of the Food Bank Council of Michigan (MFPC’s fiduciary) and housed in the Michigan Department of Agriculture in Lansing, MI. This is a grant-funded position with total compensation between $40,000 - $50,000/year, with funding available through March 2010. Submit a cover letter, resume, and the names of three references to the MFPC Steering Committee at mda-mfpc@michigan.gov by Friday, July 20, 2007.