











LONG-RANGE VISION

ISLAND envisions communities that are grounded in place: where people connect through stories, music, art, shared work, and food, and where the economy and culture are rooted in restoration of the earth and its people.

MISSION

Build strong communities through the intersections of art, farming, ecology and economy.

CORE VALUES

In all things, ISLAND applies:

- **Respect:** Encourage openness and respect for others' ideas and opinions, for each other, the environment and acknowledgement of the interconnectedness of all things
- **Empowerment:** Invest in human potential and support community self-reliance and reskilling
- **Connection:** Connect people with place and each other including people, places and ideas that are diverse and far reaching
- Collaboration: Develop trusted relationships and dynamic partnerships with individuals, businesses, governments and non-profit organizations working together to build strong communities
- **Quality:** Provide exceptional programs that are committed yet fluid and open to inspiration and change

In instilling these core values ISLAND is:

- **Adaptive:** Adjusts to internal and external changes through proactive actions
- **Comprehensive:** Endeavors to always consider the big picture, and consider first principles rather than taking a status quo method for granted
- Innovative: Takes risks and forge paths
- **Vulnerable:** Willing to fail and learn from experiences
- Aware: Using nature as a guide we ask, "what does this place need from us"

GOALS

Goal #1: Achieve organizational and operational excellence contributing to long-term stability of ISLAND - *Dial in all internal and external processes*

Goal #2: Position ISLAND as the model for improving rural communities through art, farming, ecology and economy - *Speak louder and more clearly, please*

Goal #3: Offer positive and productive experiences that inspire, empower and contribute to the success of individuals, their livelihoods and home economies - *Keep on rocking what we do in the world*

SHIFT IN BUSINESS MODEL

SCOPE	CURRENT INCLUDES	FUTURE INCLUDES
Primary Geographic Service Area	Antrim County Emmet County Grand Traverse Benzie Leelanau Charlevoix Kalkaska Manistee	Through Partnerships (gallery shows, residency exchanges, educational events): Southeastern MI Grand Rapids Chicago Secondary service area is national, and includes supporting or starting similar organizations through consultation and writing.
Public Served	Artists Art lovers Small farmers Homesteaders People who want to work with their hands People who care about "local" People who grow, eat and make stuff People are interested in building community relationships People who want to have a local response to global issues Environmentalists Other community organizations/partners Adults and young adults (Conference attendee population)	People who have an interest in our mission and have funds to make our mission a reality A more diverse audience, including migrant communities, people of color and local tribes Northern Michigan Small Farm Conference attendees
Programs/ Services Offered	Chicken Coupe NMSFC Guilds/CRAFT Artist Residency Farmer Residency Workshops/Events Preservation Station Fiduciary for the arts Wild Mushroom Certification	Library Long Memory Becoming a demonstration site (property), including some farm goods Salons Sunday Soup Crowd funded investments (could come out of guild projects or other local economy projects)
Operations	Co-Directors Food & Farming Program Coordinator Food & Farming Events Coordinator	Fund Development Office Manager Marketing & Communications

Artist Residency Coordinator Farmer Residency Coordinator Book keeper (contractual)

Northern Michigan Small Farm Conference coordinator

Funding Sources

2014/15 Projected UNRESTRICTED INCOME

Board Support: \$1,800 Fall Campaign: \$24,000

(\$1-\$499)

Fundraising Event Income: \$10,000

Grants: \$14,500

(Including Matching Grant)

Individual Contributions: \$15,000

(Major Donors \$500+)

Unsolicited Contributions: NA Matching Gift Campaign: \$15,000

(Spring Appeal \$1-\$499) **Total Unrestricted: \$80,300**

RESTRICTED INCOME

David Fetzer Fund: \$0.00

Other restricted income: \$39,000 Sponsorship Income: \$3,000 USDA RMA Grant: \$99,999 **Total Restricted: \$141,999**

TOTAL CONTRIBUTION INCOME: \$222,299

FEE FOR SERVICE/PROGRAM & PROJECT INCOME Fee For Services

Taste the Local Difference: \$0.00

Program & Project Income

Artist Residency: \$2,500 School & Community

Gardens: \$0.00

Chicken Coupe, Inc.: \$150 Farmer Residency: \$0.00

Guilds: \$0.00 NMSFC: \$8,626

Workshop & Event Income: \$20,000

Sales of Product Income: \$0.00

2014/15+

Diversify funding sources with 25% of funds coming from major donors/\$500+ (23% increase from

current)

Establish an operating reserve (equivalent to 25%/three months of

the annual operating budget)

2015/16 Projected UNRESTRICTED INCOME

Board Support: \$1,800 Fall Campaign: \$15,000

(\$1-\$499)

Fundraising Event Income: \$12,000

Grants: \$24,000

(Including Matching Grant)
Individual Contributions: \$27,500

(Major Donors \$500+)

Unsolicited Contributions: \$2,500 Matching Gift Campaign: \$6,000

(Spring Appeal \$1-\$499)

Total Unrestricted: \$88,800

RESTRICTED INCOME

David Fetzer Fund: \$0.00

Other restricted income: \$40,000 Sponsorship Income: \$3,500 USDA RMA Grant: \$99,999 **Total Restricted: \$143,499**

TOTAL CONTRIBUTION INCOME:

\$232,299

FEE FOR SERVICE/PROGRAM & PROJECT INCOME

Fee For Services

Taste the Local Difference: \$0.00

Program & Project Income

Artist Residency: \$2,500

School & Community Gardens: \$0.00

Total Program & Projects/FFS/Other: \$31,276

TOTAL INCOME: \$253,575

Chicken Coupe, Inc.: \$150 Farmer Residency: \$800

Guilds: \$0.00 NMSFC: \$10,000

Workshop & Event Income: \$20,000

Sales of Product Income: \$0.00

Total Program & Projects/FFS/Other: \$33,450

TOTAL INCOME: \$265,749

CURRENT FUNDING SOURCES

Marching Gift Campaign (Spring Appeal \$1-\$499) \$4,330 \$15,000 \$6,000 \$6,000 \$1,00	CATEGORY	Actual	Target	Target	Target
Same		2013/14	2014/15	2015/16	2016/17
Fall Campaign (\$1-\$499) \$14,920 \$24,000 \$15,000 \$16,500 Fundraising Event Income \$9,354 \$10,000 \$12,000 \$26,400 \$13,200 \$26,400 \$13,200 \$26,400 \$13,200 \$26,400 \$14,500 \$24,000 \$26,400 \$26,60	UNRESTRICTED INCOME				
S14,920 \$24,000 \$15,000 \$16,500	Board Support	\$670	\$1,800	\$1,800	\$1,980
Fundraising Event Income \$9,354 \$10,000 \$12,000 \$13,200 \$13,200 \$Grants (Including Matching Grant) \$14,500 \$14,500 \$14,500 \$26,400 \$14,500 \$15,500 \$15	Fall Campaign				
Grants (Including Matching Grant) \$14,500 \$14,500 \$224,000 \$26,400 \$26,400 \$10,000 \$14,500 \$14,500 \$27,500 \$30,250 \$27,500 \$30,250 \$27,500 \$30,250 \$27,500 \$30,250 \$27,500 \$30,250 \$27,500 \$30,250 \$27,500 \$30,250 \$27,500 \$30,250 \$27,500 \$30,250 \$27,500 \$30,250 \$27,500 \$30,250 \$27,500 \$30,250 \$27,500 \$27,500 \$27,500 \$27,500 \$27,500 \$27,500 \$27,500 \$27,500 \$30,000 \$30	(\$1-\$499)	\$14,920	\$24,000	\$15,000	\$16,500
(Including Matching Grant) \$14,500 \$24,000 \$26,400 Individual Contributions (Major Donors \$500+) \$29,742 \$15,000 \$27,500 \$30,250 Unsolicited Contributions \$2,500 \$2,750 \$2,750 Matching Gift Campaign (Spring Appeal \$1-\$499) \$4,330 \$15,000 \$6,000 \$6,600 Total Unrestricted \$73,516 \$80,300 \$88,800 \$97,680 RESTRICTED INCOME \$65.00 \$0.00 \$0.00 \$0.00 Other restricted income \$37,688 \$39,000 \$40,000 \$44,000 Sponsorship Income \$700 \$3,000 \$3,500 \$3,850 USDA RMA Grant \$38,532 \$99,999 \$99,999 \$99,999 Total Restricted \$76,985 \$141,999 \$143,499 \$147,849 Total Contribution Income \$222,299 \$232,299 \$245,529 Fee For Services \$2,000 \$0.00 \$0.00 \$0.00 Program & Project Income \$1,455 \$2,500 \$2,500 \$2,500	Fundraising Event Income	\$9,354	\$10,000	\$12,000	\$13,200
(Including Matching Grant) \$14,500 \$24,000 \$26,400 Individual Contributions (Major Donors \$500+) \$29,742 \$15,000 \$27,500 \$30,250 Unsolicited Contributions \$2,500 \$2,750 \$2,750 Matching Gift Campaign (Spring Appeal \$1-\$499) \$4,330 \$15,000 \$6,000 \$6,600 Total Unrestricted \$73,516 \$80,300 \$88,800 \$97,680 RESTRICTED INCOME \$65.00 \$0.00 \$0.00 \$0.00 Other restricted income \$37,688 \$39,000 \$40,000 \$44,000 Sponsorship Income \$700 \$3,000 \$3,500 \$3,850 USDA RMA Grant \$38,532 \$99,999 \$99,999 \$99,999 Total Restricted \$76,985 \$141,999 \$143,499 \$147,849 Total Contribution Income \$222,299 \$232,299 \$245,529 Fee For Services \$2,000 \$0.00 \$0.00 \$0.00 Program & Project Income \$1,455 \$2,500 \$2,500 \$2,500	Grants				
(Major Donors \$500+) \$29,742 \$15,000 \$27,500 \$30,250 Unsolicited Contributions \$2,500 \$2,750 \$2,750 Matching Gift Campaign (Spring Appeal \$1-\$499) \$4,330 \$15,000 \$6,000 \$6,600 Total Unrestricted \$73,516 \$80,300 \$88,800 \$97,680 RESTRICTED INCOME \$0.00 \$0.00 \$0.00 \$0.00 Other restricted income \$37,688 \$39,000 \$40,000 \$44,000 Sponsorship Income \$700 \$3,000 \$3,500 \$3,850 USDA RMA Grant \$38,532 \$99,999 \$99,999 \$99,999 Total Restricted \$76,985 \$141,999 \$143,499 \$147,849 Total Contribution Income \$150,501 \$222,299 \$232,299 \$245,529 Fee For Services Taste the Local Difference: \$2,000 \$0.00 \$0.00 \$0.00 Program & Project Income Artist Residency \$1,455 \$2,500 \$2,500 \$2,500		\$14,500	\$14,500	\$24,000	\$26,400
Unsolicited Contributions \$2,500 \$2,750 Matching Gift Campaign (Spring Appeal \$1-\$499) \$44,330 \$15,000 \$6,000 \$6,600 Total Unrestricted \$73,516 \$80,300 \$88,800 \$97,680 RESTRICTED INCOME David Fetzer Fund \$65.00 \$0.00 \$0.00 \$0.00 Other restricted income \$37,688 \$39,000 \$40,000 \$44,000 Sponsorship Income \$700 \$3,000 \$3,500 \$3,850 USDA RMA Grant \$38,532 \$99,999 \$99,999 \$99,999 Total Restricted \$76,985 \$141,999 \$143,499 \$147,849 Total Contribution Income \$150,501 \$222,299 \$232,299 \$245,529 Fee For Services Taste the Local Difference: \$2,000 \$0.00 \$0.00 \$0.00 Program & Project Income Artist Residency \$1,455 \$2,500 \$2,500 \$2,500	Individual Contributions				#20.050
Unsolicited Contributions \$2,500 \$2,750 Matching Gift Campaign (Spring Appeal \$1-\$499) \$4,330 \$15,000 \$6,000 \$6,600 Total Unrestricted \$73,516 \$80,300 \$88,800 \$97,680 RESTRICTED INCOME \$0.00 \$0.00 \$0.00 David Fetzer Fund \$65.00 \$0.00 \$0.00 Other restricted income \$37,688 \$39,000 \$40,000 \$44,000 Sponsorship Income \$700 \$3,000 \$3,500 \$3,850 USDA RMA Grant \$38,532 \$99,999 \$99,999 \$99,999 Total Restricted \$76,985 \$141,999 \$143,499 \$147,849 Total Contribution Income \$150,501 \$222,299 \$232,299 \$245,529 Fee For Services Taste the Local Difference: \$2,000 \$0.00 \$0.00 \$0.00 Program & Project Income \$1,455 \$2,500 \$2,500 \$2,500 School & Community \$2,500 \$2,500 \$2,500	(Major Donors \$500+)	\$29,742	\$15,000	\$27,500	\$30,250
(Spring Appeal \$1-\$499) \$4,330 \$15,000 \$6,000 \$6,600 Total Unrestricted \$73,516 \$80,300 \$88,800 \$97,680 RESTRICTED INCOME \$0.00 \$0.00 \$0.00 \$0.00 David Fetzer Fund \$65.00 \$0.00 \$0.00 \$0.00 Other restricted income \$37,688 \$39,000 \$40,000 \$44,000 Sponsorship Income \$700 \$3,000 \$3,500 \$3,850 USDA RMA Grant \$38,532 \$99,999 \$99,999 \$99,999 Total Restricted \$76,985 \$141,999 \$143,499 \$147,849 Total Contribution Income \$150,501 \$222,299 \$232,299 \$245,529 Fee For Services Taste the Local Difference: \$2,000 \$0.00 \$0.00 \$0.00 Program & Project Income \$1,455 \$2,500 \$2,500 \$2,500 School & Community \$2,500 \$2,500 \$2,500	Unsolicited Contributions		. ,	\$2,500	\$2,750
(Spring Appeal \$1-\$499) \$4,330 \$15,000 \$6,000 \$6,600 Total Unrestricted \$73,516 \$80,300 \$88,800 \$97,680 RESTRICTED INCOME \$0.00 \$0.00 \$0.00 \$0.00 David Fetzer Fund \$65.00 \$0.00 \$0.00 \$0.00 Other restricted income \$37,688 \$39,000 \$40,000 \$44,000 Sponsorship Income \$700 \$3,000 \$3,500 \$3,850 USDA RMA Grant \$38,532 \$99,999 \$99,999 \$99,999 Total Restricted \$76,985 \$141,999 \$143,499 \$147,849 Total Contribution Income \$150,501 \$222,299 \$232,299 \$245,529 Fee For Services Taste the Local Difference: \$2,000 \$0.00 \$0.00 \$0.00 Program & Project Income \$1,455 \$2,500 \$2,500 \$2,500 School & Community \$2,500 \$2,500 \$2,500	Matching Gift Campaign				
RESTRICTED INCOME Solution		\$4,330	\$15,000	\$6,000	\$6,600
David Fetzer Fund \$65.00 \$0.00 \$0.00 \$0.00 Other restricted income \$37,688 \$39,000 \$40,000 \$44,000 Sponsorship Income \$700 \$3,000 \$3,500 \$3,850 USDA RMA Grant \$38,532 \$99,999 \$99,999 \$99,999 Total Restricted \$76,985 \$141,999 \$143,499 \$147,849 Total Contribution Income \$150,501 \$222,299 \$232,299 \$245,529 Fee For Services Taste the Local Difference: \$2,000 \$0.00 \$0.00 \$0.00 Program & Project Income Artist Residency \$1,455 \$2,500 \$2,500 \$2,500 School & Community \$2,500 \$2,500 \$2,500 \$2,500	Total Unrestricted	\$73,516	\$80,300	\$88,800	\$97,680
David Fetzer Fund \$65.00 \$0.00 \$0.00 \$0.00 Other restricted income \$37,688 \$39,000 \$40,000 \$44,000 Sponsorship Income \$700 \$3,000 \$3,500 \$3,850 USDA RMA Grant \$38,532 \$99,999 \$99,999 \$99,999 Total Restricted \$76,985 \$141,999 \$143,499 \$147,849 Total Contribution Income \$150,501 \$222,299 \$232,299 \$245,529 Fee For Services Taste the Local Difference: \$2,000 \$0.00 \$0.00 \$0.00 Program & Project Income Artist Residency \$1,455 \$2,500 \$2,500 \$2,500 School & Community \$2,500 \$2,500 \$2,500 \$2,500	RESTRICTED INCOME				
Other restricted income \$37,688 \$39,000 \$40,000 \$44,000 Sponsorship Income \$700 \$3,000 \$3,500 \$3,850 USDA RMA Grant \$38,532 \$99,999 \$99,999 \$99,999 Total Restricted \$76,985 \$141,999 \$143,499 \$147,849 Total Contribution Income \$150,501 \$222,299 \$232,299 \$245,529 Fee For Services Taste the Local Difference: \$2,000 \$0.00 \$0.00 \$0.00 Program & Project Income Artist Residency \$1,455 \$2,500 \$2,500 \$2,500				#0.00	
Sponsorship Income \$700 \$3,000 \$3,500 \$3,850 USDA RMA Grant \$38,532 \$99,999 \$99,999 \$99,999 Total Restricted \$76,985 \$141,999 \$143,499 \$147,849 Total Contribution Income \$150,501 \$222,299 \$232,299 \$245,529 Fee For Services Taste the Local Difference: \$2,000 \$0.00 \$0.00 \$0.00 Program & Project Income Artist Residency \$1,455 \$2,500 \$2,500 \$2,500 School & Community \$2,500 \$2,500 \$2,500 \$2,500 \$2,500	David Fetzer Fund	\$65.00	\$0.00	\$0.00	\$0.00
USDA RMA Grant \$38,532 \$99,999 \$99,999 \$99,999 Total Restricted \$76,985 \$141,999 \$143,499 \$147,849 Total Contribution Income \$150,501 \$222,299 \$232,299 \$245,529 Fee For Services Taste the Local Difference: \$2,000 \$0.00 \$0.00 \$0.00 Program & Project Income \$1,455 \$2,500 \$2,500 \$2,500 School & Community \$1,455 \$2,500 \$2,500 \$2,500	Other restricted income	\$37,688	\$39,000	\$40,000	\$44,000
Total Restricted \$76,985 \$141,999 \$143,499 \$147,849 Total Contribution Income \$150,501 \$222,299 \$232,299 \$245,529 Fee For Services Taste the Local Difference: \$2,000 \$0.00 \$0.00 \$0.00 Program & Project Income Artist Residency \$1,455 \$2,500 \$2,500 \$2,500 School & Community School & Community \$143,499 \$147,849	Sponsorship Income	\$700	\$3,000	\$3,500	\$3,850
Total Contribution Income \$150,501 \$222,299 \$232,299 \$245,529 Fee For Services Taste the Local Difference: \$2,000 \$0.00 \$0.00 \$0.00 Program & Project Income Artist Residency \$1,455 \$2,500 \$2,500 \$2,500 School & Community \$1,455 \$2,500 \$2,500 \$2,500	USDA RMA Grant	\$38,532	\$99,999	\$99,999	\$99,999
Fee For Services \$222,299 \$232,299 \$245,529 Taste the Local Difference: \$2,000 \$0.00 \$0.00 \$0.00 Program & Project Income \$1,455 \$2,500 \$2,500 \$2,500 School & Community \$2,500 \$2,500 \$2,500	Total Restricted	\$76,985	\$141,999	\$143,499	\$147,849
Fee For Services Taste the Local Difference: \$2,000 \$0.	Total Contribution Income				
Taste the Local Difference: \$2,000 \$0.00 \$0.00 Program & Project Income \$1,455 \$2,500 \$2,500 Artist Residency \$1,455 \$2,500 \$2,500		\$150,501	\$222,299	\$232,299	\$245,529
Program & Project Income \$2,000 \$0.00 \$0.00 Artist Residency \$1,455 \$2,500 \$2,500 \$2,500 School & Community \$2,500 \$2,500 \$2,500 \$2,500					
Program & Project Income Artist Residency\$1,455\$2,500\$2,500School & Community\$2,500	Taste the Local Difference:	\$2.000	\$0.00	\$0.00	\$0.00
School & Community					
	Artist Residency	\$1,455	\$2,500	\$2,500	\$2,500
	School & Community				
		\$1,318	\$0.00	\$0.00	\$0.00

Chicken Coupe, Inc.	\$150	\$150	\$150	\$150
Farmer Residency	\$857	\$0.00	\$800	\$1,000
Guilds	\$22	\$0.00	\$0.00	\$0.00
NMSFC	\$8,626	\$8,626	\$10,000	\$10,000
Workshop & Event Income	\$3,009	\$20,000	\$20,000	\$20,000
Sales of Product Income	\$287	\$0.00	\$0.00	\$0.00
Total Program & Projects/FFS/Other	\$17,724	\$31,276	\$33,450	\$33,650
TOTAL INCOME	\$168,225	\$253,575	\$265,749	\$279,179

IMPLEMENTATION PLAN - GOALS & OBJECTIVES

GOAL 1 Achieve organizational and operational excellence contributing to long-term stability of ISLAND	ACTION	LEAD	TIMING	MEASURES OF SUCCESS
OBJECTIVE 1: Strengthen the Boards effectiveness in fulfilling leadership and governance duties including fiduciary responsibility, strategy oversight, and contributing	Increase Board communications between staff and Board –keep the Board on top of what's happening so they feel more plugged-in	Staff	Beginning February 2015	Increased Board membership Diversified skill set among Board members
 individual skills and expertise as ambassadors of ISLAND STRATEGIES: Recruit and retain Board members whose attributes 	Board Development & Professional Development Opportunities: - Provide opportunities for Board members to attend workshops, - Bring facilitators in to help the	Staff /Executive Committee (Board Dev.)	Begin February 2015	Appropriate Board responsibilities transfer from staff to Board Board meetings are led by President of the
strengthen the make-up of the Board Establish standing teams that support the work of the organization	Board in their involvement in fund development Refine and enforce the roles and	Executive	By May 2015	Board Increased Board involvement
	responsibilities of the Executive Committee NOTE: Also to fill the roles and responsibilities of the Board Development and Nominating Team until Board becomes further	Committee		100% Board contributes financially Board is empowered to help with development
	Position the Executive Committee to serve as the Board Development Team	Executive Committee/Staff	By May 2015	Board feels connected to projects and events Board connected to organizational history

Davigit hadayya	Executive	Dry Assert 2015	
Revisit bylaws - Officers and duties - Committee/team descriptions - Board member expectations (term limits, attendance requirements, etc.)	Committee/Staff	By August 2015	Board member orientation materials created and disseminated Board has list of potential board members to pull from
Revisit a Board member handbook outlining - Organizational history & case statement - Officers - General Board member, Committee/team chairs & member roles & responsibilities - Testimonials	Executive Committee (Board Dev.)	By August 2015	Succession plan for board leadership created and implemented Team and committee roles and responsibilities are created. Each team has a chair
Prioritize the development of teams as they relate to achieving objectives outlined in the strategic plan	Staff/Executive Committee (Board Dev.)	By May 2015	Each team is full; all team spots are filled Annual evaluation
Define what an ideal board would look like for ISLAND - What roles and responsibilities are needed and practical for this	Staff/Executive Committee (Nominating)	By August 2015	process is in place Ambassador toolkit is created
boardWhat areas need increased effectiveness			80% of board has participated in professional

- Decide on immediate changes needed, e.g., areas that could free up Amanda.			development opportunities
Create an organizational chart identifying responsibilities of members currently on the Board and roles that are currently unfulfilled. Use this chart to guide strategic recruiting of new Board members	Executive Committee (Nominating)	By August 2015	
Create Board member and committee member recruitment and orientation materials and process (recruitment packet may include Board member interest form, background and photo of current Board members, list of expectations, testimonials, case statement, etc.) - Include involvement in certain number of ISLAND events per year as an expectation for Board members	Executive Committee (Nominating/Board Dev.)	By August 2015	
Recruit and transition Board members - As part of the nominating/recruitment process, create list of potential Board members/certain skill sets and connection to ISLAND	Executive Committee (Nominating)	Begin August 2015	

Develop a succession plan for transitioning Board leadership (i.e. Vice President is positioned to be the President)	Executive Committee	By August 2015	
Develop descriptions, roles and responsibilities of chairpersons and establish team chairs - Board Development/ Nominating* - Finance* - Fund Development/Marketing & Outreach* - Programs* - Personnel* (shared Executive Committee and Leadership staff) - Building and Grounds* - Volunteer * Teams critical to achieving goals outlined in strategic plan	Staff/Executive Committee (Board Dev.)	By August 2015	
Empower team chairpersons to successfully: - Building committees - Implement elements outlined in strategic plan	Executive Committee	Begin August 2015	
Develop an ambassador toolkit to assist Board and committee members in serving as effective ambassadors	Executive Committee (Board Dev.)	By February 2016	

	Recruit team members with a focus on non-Board members Establish criteria and annual evaluation process for Board performance	Team Chairs Executive Committee (Board Dev.)	By May 2016 December 2016	
OBJECTIVE 2: Increase ISLAND's financial stability for the sake of mission impact STRATEGIES: Establish an operating reserve (equivalent to 25%/three months of the annual operating budget) Diversify funding sources with	Establish Fund Development/Marketing & Outreach Chair and Team NOTE: Once Board membership and volunteers increase, the marketing and community outreach committee will stand alone	Executive Committee (Board Dev.)	By August 2015	Increased community involvement and financial support Increased donations among current donors Volunteers and program participants
 25% of funds coming from major donors (23% increase from current) Attract and gain the support of national funders 	Project anticipated financial needs: - Capacity building - Operating reserve - Capital - Technology - Program expansion	Staff/Finance Team/Fund Development Team	Annually – Timing to coincide with budget planning	Establish a document to project financial needs Increased number of new donors
	Develop and implement an annual fund development plan for 2015/2016 (individual giving, grants and events) considering the following areas of focus:	Staff/Fund Development Team	By April 2015	Increased donor retention

	groups (i.e. one-on-one,			
	general solicitation letter, etc.)			
	- Revisit personalized			
	acknowledgement process for			
	donors			
	- Develop database to manage			
	donor relationships, giving			
	history and moves			
	- Research and apply for grant			
	opportunities that support			
	operations, capacity building as			
	well as challenge grants as a			
	strategy to increase annual			
	giving			
	- Revisit format of special			
	events to ensure they inform			
	individuals of ISLAND and			
	connect them to the			
	organization's mission (events			
	must either initiate new			
	relationships or strengthen			
	existing relationships)			
	Implement 2015/2016 Fund	Staff/ Fund	Begin May 2015	
	Development Plan	Development Team		
OBJECTIVE 3: Invest in	Determine preferred	Staff	COMPLETE	Increased staff
strengthening organizational	communication methods among			productivity
infrastructure	staff			
				Motivated and content
STRATEGIES	Develop a plan for organizational	Staff	By May 2015	staff
 Improve organizational structure 	development:			
to include sufficient staff for all	- Develop list of staff			Increased Board and
programs and	responsibilities, identify gaps in			community
internal/administrative needs	staff that need to be filled and			involvement
	develop job descriptions			

 Attract and retain excellent staff (Offer a competitive compensation package for staff salary, benefits, vacation, etc.) Establish a thriving volunteer program 	 Shift staff workload to teams, professional volunteers and/or new staff positions enabling staff to do their jobs effectively and take on increased responsibility related to advancing the organization Establish central office location for ISLAND Establish timing for recruitment of staff Develop a recruitment and orientation process Recruit staff Create and implement a technology plan (hardware and software) Obtain ISLAND technology for staff use (vs. personal technology) - By October 2015 	Staff	By August 2015	Increased volunteers Increased financial support (increase in current and new contributions) Increased program participants Increased number of new donors Increased donor retention Succession plan for leadership created Volunteer program created and
	Establish Volunteer Committee Chair	Executive Committee (Board Dev) /Team Chair	By August 2015	implemented
	Hire Marketing and Community Outreach staff person	Staff	September 2015 December 2015	
	Develop a succession plan for leadership	Staff	December 2015	

	Identify and define volunteer opportunities and develop a list of jobs with descriptions Establish Volunteer Team Develop volunteer recruitment orientation and retention process (include volunteer handbook) Maintain a database to track volunteer contact information, hours and significant information related to their involvement Recruit Volunteers	Volunteer Team Chair Volunteer Team Chair Volunteer Team Chair Volunteer Team Chair	By May 2016 By August 2016 By August 2016 By August 2016	
			2016	
GOAL 2 Position ISLAND as the model for improving rural communities through art, farming, ecology and economy	ACTION	LEAD	TIMING	MEASURES OF SUCCESS
 OBJECTIVE 1: Engage a culture dedicated to connecting people with art, farming, ecology and economy STRATEGIES Become recognized locally (10 county) as a vital community resource for building self-reliant and resilient communities 	Build a relationship with our native community - Continue to open the lines of communication by responding to initiatives presented to us by the native and migrant communities Establish relationships with	Staff Staff	Ongoing Ongoing	Increased number of volunteers Increased program participation Increased contributions (current and new donors)
through art, agriculture and ecology	communities of color in other regions			Increased number of donors

				<u> </u>
 Become recognized on a state and national level as a model and 	- Expand the diversity of our			
leader for building self-reliant and	artist residency program			
resilient communities through art,	Establish a Marketing and	Executive	August 2015	
agriculture and ecology	Community Outreach Team Chair	Committee (Board		
83	NOTE: May function within the	Dev.)		
	Fund Development and Marketing	-		
	Team until the Board increases in			
	number and skill set			
	Dayslan the ICL AND brand and a	Staff/Consider	By December	
	Develop the ISLAND brand and a Marketing and Communications	Staff/ Consider developing ad-hoc	2015	
	Plan considering the following	committee		
	areas of focus:	including		
	- Review and assess target	Marketing &		
	market groups (local, regional	Community		
	and national)	Outreach Team		
	- Identify communication	Chair, Fund		
	strategies for target market	Development Team Chair		
	groups (service populations,	Gilaii		
	business clients, community			
	members, etc.)			
	- Branding - refine case			
	statement, develop tag-line,			
	revisit logo and name of the			
	organization			
	- Determine effective			
	communication channels and			
	materials (Presentation, events,			
	Print media, Direct Mail,			
	Brochures, Website, Social			
	media)			
	-			

	 Prioritize marketing efforts Develop a timeline and budget for executing various marketing efforts Determine baseline of how often ISLAND is mentioned in 		
	media, social, print, radio media and set a goal for increasing media exposure		
	Create marketing materials for target market groups	Staff/Marketing & Community Outreach Team (Fund Dev.)	By January 2015
 OBJECTIVE 2: Advance ISLAND's mission through local, regional and national partnerships with organizations and stakeholders Revisit and discover opportunities 	Create and maintain presence at local/regional/national conferences with local/regional/national organizations	Staff	Begin January 2015
with existing and new partners beyond our original community	Acquire new ideas from other organizations	Staff	Begin May 2015
	Work with partners to gain exposure for ISLAND through existing (partner) events and other mediums (websites, newsletters, etc.) – also consider collaborative marketing efforts	Staff	Begin May 2015

GOAL 3 Offer positive and productive experiences that inspire, empower and contribute to the success of individuals, their livelihoods and	ACTION	LEAD	TIMING	MEASURES OF SUCCESS
home economies OBJECTIVE 1: Enhance current programming STRATEGIES: Increase the number of resident farmers at Maple Bay to three Establish solid, active guilds Evaluate programs to measure participant satisfaction and identify potential program enhancements Integrate art/agriculture/ecology across all programs	Continue momentum of farmer residency program through implementation of business plan for Maple Bay location - Year one/one farmer – - By January 2015 - Year two/two farmers – - By January 2016 - Year three/three farmers with one preparing to start their own business – By January 2017 Devote staff time to developing guilds to become more active	Staff	Begin January 2015 Begin February 2015	Three resident farmers at Maple Bay Evaluations are created and utilized Guilds have developed leaders
	Work to build capacity of established guilds - Develop leaders - Secure funding to support guilds	Staff	Begin December 2016	
	Develop a business plan for all new and/or revised program concepts - Long memory project & Mushroom Certification - by December 2015 - Artist Residency on property - by December 2016	Staff /Program Team	Begin December 2016/ongoing	

	Create and regularly implement evaluation tools across programs - Collect participant feedback - Track program outcomes - Review data - Make course corrections	Staff/Program Team	By January 2016	
	Generate ideas at the Board and staff level of what it may look like to integrate art, farming, ecology and economy across all programs - Potentially form an ad-hoc team or include as a responsibility of the program team	Staff/Board	By February 2016	
OBJECTIVE 2: Expand programming	Incorporate mushroom	Staff	By February	Increased number of
STRATEGIES	certification into existing programming		2015	individuals with mushroom certification
Move the artist residency	programming			
program to the property (Action)	Design a program and action plan	Staff/Program	By December	Improvement in the
 Establish the long memory project and inspire more communities to establish their own (statewide /nationwide) 	to meet the needs of those seeking mushroom gathering certification	Team	2016	quality of life for residents in ISLAND's service areas
Conduct more national	Identify existing opportunities to	Staff/Program	By December	Communities will be
programming	use mushroom certification as	Team	2016	grounded in place:
 Leverage wild mushroom certification 	outreach tool (i.e. reach out to Boyne City Morel Festival)			where people connect through stories, music, art, shared work, and
	Develop long memory project	Staff/Program &	By December	food
	Secure FundingRun pilot program in Northern	Fund Development Teams	2016	Economy and culture
	Michigan	1 cams		will be rooted in
				restoration of the earth and its people

 Develop national partners to implement/establish program in their communities Replicate program throughout state/country 			
Position ISLAND to move artist residency to the property - Develop a property plan - Develop business plan for programming - Secure funding – Capital Campaign - Develop the property	Staff/Program & Fund Development Teams	Begin December 2016	