



2015-2017



**Strategic Plan**

*Roadmap*

Prepared by



**NORTHSKY**  
NONPROFIT NETWORK

## **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 re-skilling
- **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
<p><b>Primary Geographic Service Area</b></p>	<p>Antrim County            Emmet County            Grand Traverse            Benzie            Leelanau            Charlevoix            Kalkaska            Manistee</p> <p style="text-align: right;">➔</p>	<p>Through Partnerships (gallery shows, residency exchanges, educational events):            Southeastern MI            Grand Rapids            Chicago</p> <p>Secondary service area is national, and includes supporting or starting similar organizations through consultation and writing.</p>
<p><b>Public Served</b></p>	<p>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)</p> <p style="text-align: right;">➔</p>	<p>People who have an interest in our mission and have funds to make our mission a reality</p> <p>A more diverse audience, including migrant communities, people of color and local tribes</p> <p>Northern Michigan Small Farm Conference attendees</p>
<p><b>Programs/ Services Offered</b></p>	<p>Chicken Coupe            NMSFC            Guilds/CRAFT            Artist Residency            Farmer Residency            Workshops/Events            Preservation Station            Fiduciary for the arts            Wild Mushroom Certification</p> <p style="text-align: right;">➔</p>	<p>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)</p>
<p><b>Operations</b></p>	<p>Co-Directors            Food &amp; Farming Program Coordinator            Food &amp; Farming Events Coordinator</p> <p style="text-align: right;">➔</p>	<p>Fund Development            Office Manager            Marketing &amp; Communications</p>

	Artist Residency Coordinator Farmer Residency Coordinator Book keeper (contractual)	Northern Michigan Small Farm Conference coordinator
<b>Funding Sources</b>	<p><b><u>2014/15 Projected</u></b>  <b>UNRESTRICTED INCOME</b>  Board Support: \$1,800 →  Fall Campaign: \$24,000  (\$1-\$499)  Fundraising Event Income: \$10,000  Grants: \$14,500  <i>(Including Matching Grant)</i>  Individual Contributions: \$15,000  <i>(Major Donors \$500+)</i>  Unsolicited Contributions: NA  Matching Gift Campaign: \$15,000  <i>(Spring Appeal \$1-\$499)</i>  <b>Total Unrestricted: \$80,300</b></p> <p><b>RESTRICTED INCOME</b>  David Fetzer Fund: \$0.00  Other restricted income: \$39,000  Sponsorship Income: \$3,000  USDA RMA Grant: \$99,999  <b>Total Restricted: \$141,999</b></p> <p><b>TOTAL CONTRIBUTION INCOME: \$222,299</b></p> <p><b>FEE FOR SERVICE/PROGRAM &amp; PROJECT INCOME</b>  <b><u>Fee For Services</u></b>  Taste the Local Difference: \$0.00</p> <p><b><u>Program &amp; Project Income</u></b>  Artist Residency: \$2,500  School &amp; Community  Gardens: \$0.00  Chicken Coupe, Inc.: \$150  Farmer Residency: \$0.00  Guilds: \$0.00  NMSFC: \$8,626  Workshop &amp; Event Income: \$20,000</p> <p><b><u>Sales of Product Income: \$0.00</u></b></p>	<p><b><u>2014/15+</u></b>  Diversify funding sources with 25% of funds coming from major donors/\$500+ (23% increase from current)</p> <p>Establish an operating reserve (equivalent to 25%/three months of the annual operating budget)</p> <p><b><u>2015/16 Projected</u></b>  <b>UNRESTRICTED INCOME</b>  Board Support: \$1,800  Fall Campaign: \$15,000  (\$1-\$499)  Fundraising Event Income: \$12,000  Grants: \$24,000  <i>(Including Matching Grant)</i>  Individual Contributions: \$27,500  <i>(Major Donors \$500+)</i>  Unsolicited Contributions: \$2,500  Matching Gift Campaign: \$6,000  <i>(Spring Appeal \$1-\$499)</i>  <b>Total Unrestricted: \$88,800</b></p> <p><b>RESTRICTED INCOME</b>  David Fetzer Fund: \$0.00  Other restricted income: \$40,000  Sponsorship Income: \$3,500  USDA RMA Grant: \$99,999  <b>Total Restricted: \$143,499</b></p> <p><b>TOTAL CONTRIBUTION INCOME: \$232,299</b></p> <p><b>FEE FOR SERVICE/PROGRAM &amp; PROJECT INCOME</b>  <b><u>Fee For Services</u></b>  Taste the Local Difference: \$0.00</p> <p><b><u>Program &amp; Project Income</u></b>  Artist Residency: \$2,500  School &amp; Community  Gardens: \$0.00</p>

	<p><b>Total Program &amp; Projects/FFS/Other:</b> <b>\$31,276</b></p> <p><b>TOTAL INCOME: \$253,575</b></p>	<p>Chicken Coupe, Inc.: \$150 Farmer Residency: \$800 Guilds: \$0.00 NMSFC: \$10,000 Workshop &amp; Event Income: \$20,000</p> <p><b><u>Sales of Product Income: \$0.00</u></b></p> <p><b>Total Program &amp; Projects/FFS/Other:</b> <b>\$33,450</b></p> <p><b>TOTAL INCOME: \$265,749</b></p>
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## CURRENT FUNDING SOURCES

CATEGORY	Actual 2013/14	Target 2014/15	Target 2015/16	Target 2016/17
<b>UNRESTRICTED INCOME</b>				
Board Support	\$670	\$1,800	\$1,800	\$1,980
Fall Campaign (\$1-\$499)	\$14,920	\$24,000	\$15,000	\$16,500
Fundraising Event Income	\$9,354	\$10,000	\$12,000	\$13,200
Grants (Including Matching Grant)	\$14,500	\$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
Matching Gift Campaign (Spring Appeal \$1-\$499)	\$4,330	\$15,000	\$6,000	\$6,600
<b>Total Unrestricted</b>	<b>\$73,516</b>	<b>\$80,300</b>	<b>\$88,800</b>	<b>\$97,680</b>
<b>RESTRICTED INCOME</b>				
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
<b>Total Restricted</b>	<b>\$76,985</b>	<b>\$141,999</b>	<b>\$143,499</b>	<b>\$147,849</b>
<b>Total Contribution Income</b>	<b>\$150,501</b>	<b>\$222,299</b>	<b>\$232,299</b>	<b>\$245,529</b>
<b>Fee For Services</b>				
Taste the Local Difference:	\$2,000	\$0.00	\$0.00	<b>\$0.00</b>
<b>Program &amp; Project Income</b>				
Artist Residency	\$1,455	\$2,500	\$2,500	<b>\$2,500</b>
School & Community Gardens	\$1,318	\$0.00	\$0.00	<b>\$0.00</b>

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







	<p>- Decide on immediate changes needed, e.g., areas that could free up Amanda.</p> <p>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</p> <p>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.)</p> <p>- Include involvement in certain number of ISLAND events per year as an expectation for Board members</p> <p>Recruit and transition Board members</p> <p>- As part of the nominating/recruitment process, create list of potential Board members/certain skill sets and connection to ISLAND</p>	<p><b>Executive Committee</b> (Nominating)</p> <p><b>Executive Committee</b> (Nominating/Board Dev.)</p> <p><b>Executive Committee</b> (Nominating)</p>	<p><b>By August 2015</b></p> <p><b>By August 2015</b></p> <p><b>Begin August 2015</b></p>	<p>development opportunities</p>
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	<p>Develop a succession plan for transitioning Board leadership (i.e. Vice President is positioned to be the President)</p> <p>Develop descriptions, roles and responsibilities of chairpersons and establish team chairs</p> <ul style="list-style-type: none"> <li>- Board Development/ Nominating*</li> <li>- Finance*</li> <li>- Fund Development/Marketing &amp; Outreach*</li> <li>- Programs*</li> <li>- Personnel* (<i>shared Executive Committee and Leadership staff</i>)</li> <li>- Building and Grounds*</li> <li>- Volunteer</li> </ul> <p>* Teams critical to achieving goals outlined in strategic plan</p> <p>Empower team chairpersons to successfully:</p> <ul style="list-style-type: none"> <li>- Building committees</li> <li>- Implement elements outlined in strategic plan</li> </ul> <p>Develop an ambassador toolkit to assist Board and committee members in serving as effective ambassadors</p>	<p><b>Executive Committee</b></p> <p><b>Staff/Executive Committee (Board Dev.)</b></p> <p><b>Executive Committee</b></p> <p><b>Executive Committee (Board Dev.)</b></p>	<p><b>By August 2015</b></p> <p><b>By August 2015</b></p> <p><b>Begin August 2015</b></p> <p><b>By February 2016</b></p>	
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	<p>Recruit team members with a focus on non-Board members</p> <p>Establish criteria and annual evaluation process for Board performance</p>	<p><b>Team Chairs</b></p> <p><b>Executive Committee</b> (Board Dev.)</p>	<p><b>By May 2016</b></p> <p><b>December 2016</b></p>	
<p><b>OBJECTIVE 2:</b> Increase ISLAND's financial stability for the sake of mission impact</p> <p><b>STRATEGIES:</b></p> <ul style="list-style-type: none"> <li>▪ Establish an operating reserve (equivalent to 25%/three months of the annual operating budget)</li> <li>▪ Diversify funding sources with 25% of funds coming from major donors (23% increase from current)</li> <li>▪ Attract and gain the support of national funders</li> </ul>	<p>Establish Fund Development/Marketing &amp; Outreach Chair and Team</p> <p><i><b>NOTE:</b> Once Board membership and volunteers increase, the marketing and community outreach committee will stand alone</i></p> <p>Project anticipated financial needs:</p> <ul style="list-style-type: none"> <li>- Capacity building</li> <li>- Operating reserve</li> <li>- Capital</li> <li>- Technology</li> <li>- Program expansion</li> </ul> <p>Develop and implement an annual fund development plan for 2015/2016 (individual giving, grants and events) considering the following areas of focus:</p>	<p><b>Executive Committee</b> (Board Dev.)</p> <p><b>Staff/Finance Team/Fund Development Team</b></p> <p><b>Staff/Fund Development Team</b></p>	<p><b>By August 2015</b></p> <p><b>Annually – Timing to coincide with budget planning</b></p> <p><b>By April 2015</b></p>	<p>Increased community involvement and financial support</p> <p>Increased donations among current donors</p> <p>Volunteers and program participants transition to donors</p> <p>Establish a document to project financial needs</p> <p>Increased number of new donors</p> <p>Increased donor retention</p>

	<ul style="list-style-type: none"><li>- Continue seeking and securing federal grant funding</li><li>- Research and pursue local, statewide and national grant opportunities among private foundations and major donors</li><li>- Building operating reserve into grant applications</li><li>- Increasing major donations directed toward operating reserve</li><li>- Engaging and retaining more major donors – (individuals and event sponsorships)</li><li>- Move volunteers, program participants and supporters into donors</li><li>- Leverage relationships with those who are connected to ISLAND (Board members, current donors and volunteers) and have connections to potential donors and begin building your donor prospect list</li><li>- Create an annual giving program (multiple year plan)</li><li>- Establish a donor relations process focusing on initiating, cultivating and stewarding valuable relationships with individuals</li><li>- Determine communications strategies for various donor</li></ul>			
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	<p>groups (i.e. one-on-one, general solicitation letter, etc.)</p> <ul style="list-style-type: none"> <li>- Revisit personalized acknowledgement process for donors</li> <li>- Develop database to manage donor relationships, giving history and moves</li> <li>- Research and apply for grant opportunities that support operations, capacity building as well as challenge grants as a strategy to increase annual giving</li> <li>- 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)</li> </ul>			
<p><b>OBJECTIVE 3:</b> Invest in strengthening organizational infrastructure</p> <p><b>STRATEGIES</b></p> <ul style="list-style-type: none"> <li>▪ Improve organizational structure to include sufficient staff for all programs and internal/administrative needs</li> </ul>	<p>Determine preferred communication methods among staff</p> <p>Develop a plan for organizational development:</p> <ul style="list-style-type: none"> <li>- Develop list of staff responsibilities, identify gaps in staff that need to be filled and develop job descriptions</li> </ul>	<p><b>Staff</b></p> <p><b>Staff</b></p>	<p><b>COMPLETE</b></p> <p><b>By May 2015</b></p>	<p>Increased staff productivity</p> <p>Motivated and content staff</p> <p>Increased Board and community involvement</p>
	<p>Implement 2015/2016 Fund Development Plan</p>	<p><b>Staff/Fund Development Team</b></p>	<p><b>Begin May 2015</b></p>	



	<p>Identify and define volunteer opportunities and develop a list of jobs with descriptions</p> <p>Establish Volunteer Team</p> <p>Develop volunteer recruitment orientation and retention process (include volunteer handbook)</p> <p>Maintain a database to track volunteer contact information, hours and significant information related to their involvement</p> <p>Recruit Volunteers</p>	<p><b>Volunteer Team Chair</b></p> <p><b>Volunteer Team Chair</b></p> <p><b>Volunteer Team</b></p> <p><b>Volunteer Team Chair</b></p> <p><b>Volunteer Team</b></p>	<p><b>By January 2016</b></p> <p><b>By May 2016</b></p> <p><b>By August 2016</b></p> <p><b>By August 2016</b></p> <p><b>By November 2016</b></p>	
<p><b>GOAL 2</b> Position ISLAND as the model for improving rural communities through art, farming, ecology and economy</p>	<b>ACTION</b>	<b>LEAD</b>	<b>TIMING</b>	<b>MEASURES OF SUCCESS</b>
<p><b>OBJECTIVE 1:</b> Engage a culture dedicated to connecting people with art, farming, ecology and economy</p> <p><b>STRATEGIES</b></p> <ul style="list-style-type: none"> <li>▪ Become recognized locally (10 county) as a vital community resource for building self-reliant and resilient communities through art, agriculture and ecology</li> </ul>	<p>Build a relationship with our native community</p> <p>- Continue to open the lines of communication by responding to initiatives presented to us by the native and migrant communities</p> <p>Establish relationships with communities of color in other regions</p>	<p><b>Staff</b></p> <p><b>Staff</b></p>	<p><b>Ongoing</b></p> <p><b>Ongoing</b></p>	<p>Increased number of volunteers</p> <p>Increased program participation</p> <p>Increased contributions (current and new donors)</p> <p>Increased number of donors</p>



<ul style="list-style-type: none"> <li>▪ Become recognized on a state and national level as a model and leader for building self-reliant and resilient communities through art, agriculture and ecology</li> </ul>	<ul style="list-style-type: none"> <li>- Expand the diversity of our artist residency program</li> </ul> <p>Establish a Marketing and Community Outreach Team Chair  <i>NOTE: May function within the Fund Development and Marketing Team until the Board increases in number and skill set</i></p> <p>Develop the ISLAND brand and a Marketing and Communications Plan considering the following areas of focus:</p> <ul style="list-style-type: none"> <li>- Review and assess target market groups (local, regional and national)</li> <li>- Identify communication strategies for target market groups (service populations, business clients, community members, etc.)</li> <li>- Branding - refine case statement, develop tag-line, revisit logo and name of the organization</li> <li>- Determine effective communication channels and materials (Presentation, events, Print media, Direct Mail, Brochures, Website, Social media)</li> </ul>	<p><b>Executive Committee</b> (Board Dev.)</p> <p><b>Staff/Consider</b> developing ad-hoc committee including Marketing &amp; Community Outreach Team Chair, Fund Development Team Chair</p>	<p><b>August 2015</b></p> <p><b>By December 2015</b></p>	
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	<ul style="list-style-type: none"> <li>- Prioritize marketing efforts</li> <li>- Develop a timeline and budget for executing various marketing efforts</li> <li>- Determine baseline of how often ISLAND is mentioned in media, social, print, radio media and set a goal for increasing media exposure</li> </ul> <p>Create marketing materials for target market groups</p>	<p><b>Staff/Marketing &amp; Community Outreach Team (Fund Dev.)</b></p>	<p><b>By January 2015</b></p>	
<p><b>OBJECTIVE 2:</b> Advance ISLAND’s mission through local, regional and national partnerships with organizations and stakeholders</p> <ul style="list-style-type: none"> <li>▪ Revisit and discover opportunities with existing and new partners beyond our original community</li> </ul>	<p>Create and maintain presence at local/regional/national conferences with local/regional/national organizations</p> <p>Acquire new ideas from other organizations</p> <p>Work with partners to gain exposure for ISLAND through existing (partner) events and other mediums (websites, newsletters, etc.) – also consider collaborative marketing efforts</p>	<p><b>Staff</b></p> <p><b>Staff</b></p> <p><b>Staff</b></p>	<p><b>Begin January 2015</b></p> <p><b>Begin May 2015</b></p> <p><b>Begin May 2015</b></p>	



	<p>Create and regularly implement evaluation tools across programs</p> <ul style="list-style-type: none"> <li>- Collect participant feedback</li> <li>- Track program outcomes</li> <li>- Review data</li> <li>- Make course corrections</li> </ul> <p>Generate ideas at the Board and staff level of what it may look like to integrate art, farming, ecology and economy across all programs</p> <ul style="list-style-type: none"> <li>- Potentially form an ad-hoc team or include as a responsibility of the program team</li> </ul>	<p><b>Staff/Program Team</b></p> <p><b>Staff/Board</b></p>	<p><b>By January 2016</b></p> <p><b>By February 2016</b></p>	
<p><b>OBJECTIVE 2:</b> Expand programming</p> <p><b>STRATEGIES</b></p> <ul style="list-style-type: none"> <li>▪ Move the artist residency program to the property (Action)</li> <li>▪ Establish the long memory project and inspire more communities to establish their own (statewide /nationwide)</li> <li>▪ Conduct more national programming</li> <li>▪ Leverage wild mushroom certification</li> </ul>	<p>Incorporate mushroom certification into existing programming</p> <p>Design a program and action plan to meet the needs of those seeking mushroom gathering certification</p> <p>Identify existing opportunities to use mushroom certification as outreach tool (i.e. reach out to Boyne City Morel Festival)</p> <p>Develop long memory project</p> <ul style="list-style-type: none"> <li>- Secure Funding</li> <li>- Run pilot program in Northern Michigan</li> </ul>	<p><b>Staff</b></p> <p><b>Staff/Program Team</b></p> <p><b>Staff/Program Team</b></p> <p><b>Staff/Program &amp; Fund Development Teams</b></p>	<p><b>By February 2015</b></p> <p><b>By December 2016</b></p> <p><b>By December 2016</b></p> <p><b>By December 2016</b></p>	<p>Increased number of individuals with mushroom certification</p> <p>Improvement in the quality of life for residents in ISLAND’s service areas</p> <p>Communities will be grounded in place: where people connect through stories, music, art, shared work, and food</p> <p>Economy and culture will be rooted in restoration of the earth and its people</p>

	<ul style="list-style-type: none"> <li>- Develop national partners to implement/establish program in their communities</li> <li>- Replicate program throughout state/country</li> </ul> <p>Position ISLAND to move artist residency to the property</p> <ul style="list-style-type: none"> <li>- Develop a property plan</li> <li>- Develop business plan for programming</li> <li>- Secure funding – Capital Campaign</li> <li>- Develop the property</li> </ul>	<p><b>Staff/Program &amp; Fund Development Teams</b></p>	<p><b>Begin December 2016</b></p>	
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