

**DeKalb County**  
**Community Gardens**  
**STRATEGIC PLAN**  
**2019**

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## **DeKalb County Community Gardens Mission**

DeKalb County Community Garden empowers DeKalb County residents to access healthy and sustainable foods through community education and participation.

### **Values**

1. **Social Justice and Equity:** DCCG is committed to equity and equality for all; particularly those populations who do not have equal access to nutritional food; involving all residents with all levels of ability, from all backgrounds.
2. **Sustainability:** DCCG is committed to using sustainable methods for organic food production; to being fiscally responsible and ensuring financial sustainability for the organization; to supporting personal health and knowledge for self-sustainability.
3. **Education:** DCCG is committed to collaboration and engagement in all educational programs to support strong and healthy communities; to support the personal and professional growth of their volunteers and employees.
4. **Community Service:** DCCG is committed to serving and empowering the community by producing and distributing food throughout DeKalb County particularly where it is needed most.
5. **Integrity:** DCCG is committed to being an honest, transparent organization that earns and keeps the community's trust due to thoughtful and professional management practices.

## Strategic Issues and Strategic Goals 2019

**Issue #1: Financial Sustainability** – the need to establish a stable and diverse revenue stream to support current and future service delivery. The vision is to balance current fiscal resources while investing in long-term funding growth.

*Goal One: To have the Board actively engaged in fundraising efforts led by a Community Engagement Committee. (12/31)*

- Objective: To have the Board of Directors host three donor prospect cultivating/recognition events per year for potential major donors. (12/31)
- Objective: To have at least 2 board meetings before the 4<sup>th</sup> quarter begins during which a large portion of the meeting is devoted to board education on fundraising. (9/30)

*Goal Two: To create and develop an individual donor program so that contributions from individuals (including special events) account for 40% of total budget by the end of 12/31.*

- Objective: To analyze current contact database regarding donor potential and create donor solicitation strategy. (2/28)
- Objective: To investigate the creation of a planned giving program as an endowment through the community foundation. (9/30).
- Objective: To create a financial strategy/plan that outlines all financial areas and projected goals (40% donor, 30% revenue and 30% grants) and the means to accomplish these goals. (11/30)

*Goal Three: To develop a grants strategy so that grant revenue accounts for 30% of total revenue. (12/31)*

- Objective: To clarify and strengthen the criteria within DCCG's policy for selecting foundations and corporations from which to seek funding. (3/31)
- Objective: To research new grant opportunities for operating expenses. (4/30)
- Objective: To submit one grant proposal per year that is unrestricted or will include overhead/admin or staffing expenses. (12/31)

**Issue #2: Community Engagement** – as a core value of DCCG, it is important that all residents of DeKalb County are being reached and served by DCCG programs and activities. This is more challenging with traditionally under-represented residents.

*Goal Four: To improve outreach and services to traditionally under-represented residents. (12/31)*

- Objective: To track and measure levels of involvement (time spent and people reached) by collecting data from volunteers, clients, WGVF program participants and other stakeholders involved with DCCG. (12/31)

- Objective: To engage, support, and network with additional members of under-represented groups in DeKalb county (to ensure that DCCG programs and activities reach under represented members) (12/31, ongoing).
- Objective: To recruit additional members to DCCG Advisory Boards such that these boards better represent the diversity of DeKalb County residents. (11/30)
- Objective: To have the Advisory boards evaluate DCCG and Walnut Grove programs. (12/31)
- Objective: To continue bilingual (English and Spanish) transformation of the DCCG website (and print materials as needed). (8/31)

**Issue #3: Physical Assets** –The vision is to support operations across the county while having a centralized administrative headquarters and farm production.

*Goal five: To plan and provide for upkeep and maintenance of the permanent location. (4/30)*

- Objective: To create and verify a physical assets inventory for all DCCG assets (Finance Committee). (4/30)

**Issue #4: Management and Governance**- As the organization continues to develop and professionalize, there are certain areas related to management and governance that will help the organization transition to the next level of its life cycle.

*Goal Six: To focus on the management and development of the organization and its appearance to the community. (12/31)*

- Objective: To create a communication plan that helps to manage the DCCG brand and messaging through all avenues of communication to the public. (5/31)
- Objective: To revise electronic, social media and print materials to support one brand across DCCG's programs. (7/31)
- Objective: To model the DCCG values of integrity and transparency, all documents and information will be easily accessible from the DCCG website including 990 forms, strategic plan, list and contact information for Board members, and list and contact information for staff. The mission statement will be prominently featured on the website, as well as all printed documents. (8/31)
- Objective: To develop a succession plan for the Executive Director. (12/31)

*Goal Seven: To focus on the governance and development of the organization. (12/31)*

- Objective: To modify the existing organizational chart to reflect current and projected administrative/staffing relationships between board of directors and advisory board. Define roles and responsibilities. (3/31)
- Objective: To recruit additional Board of Director members who will enhance the Board's representativeness of the diversity of DeKalb County. (12/31)
- To evaluate benefit packages to offer to full time employees. (4/30)

**Figure 1: DCCG Mission and Program Elements**

