



2024 - 2027 STRATEGIC PLAN

Facilitated by Procopia, LLC





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Executive Summary

About the Strategic Plan

About the Strategic Plan

In March of 2023, the Pittsburgh Food Policy Council (PFPC) embarked on a strategic planning process. A steering committee made up of staff and board members was created to oversee and guide the process of creating a **3-year plan**.

This strategic plan comes at a particularly pivotal time for the organization as its Executive Director, Jo Deming, enters her second year at the organization. This is also the first formal plan since the organization shifted from being under Penn State to being under Community Foundation for the Alleghenies to becoming a stand-alone nonprofit with a board of directors.

This process focused on engaging a broad spectrum of both internal and external stakeholders as well as relying on recently collected data and community input. As an organization built around the principles of the [collective impact model](#), the strategy and focus of the organization must be adaptive and continually reflect the priorities, voices and needs of the greater community.

To this end, the high-level goals of this plan focus on advancing the collectively agreed-upon priorities of the Greater Pittsburgh Food Action Plan, while honing internal and external processes and communications to increase impact and ensure that the organization responsively serves its members.

The **three organizational goals** that form the foundation of this strategic plan are outlined below:

Solidify and advance PFPC's role in the Greater Pittsburgh Food Action Plan (GPFAP)

Advance operations and communications to achieve internal excellence

Deepen and clarify network and coalition-building efforts

These **goals** (topline three-year outcomes) are supported by detailed **objectives** (actionable progress towards goals), and supporting **work plans** (to chart detailed progress toward goals).

About the Pittsburgh Food Policy Council

The Pittsburgh Food Policy Council was formed to provide a powerful shared voice to push for much needed changes in our food system. In 2009, Penn State Extension, Just Harvest, Pennsylvania Association of Sustainable Agriculture (PASA), Grow Pittsburgh, and East End Food Co-op established the Pittsburgh Food Policy Council (PFPC) as a volunteer collaborative advisory network to deepen relationships, sponsor events, and develop collaborative projects. Early on, PFPC implemented policy changes including establishing free breakfast for Pittsburgh Public School students and updating the City of Pittsburgh's Urban Agriculture Zoning Code. In 2022, PFPC became its own 501c3. PFPC maintains a relationship with the Community Foundation for the Alleghenies (CFA), serving as a supporting organization for CFA. In turn, CFA provides bookkeeping, insurance, and other employee benefits and services. The PFPC member network is composed of 100+ member entities, who participate on Working Groups / Committees and elect their Board.

In 2019, working with statewide partners the **PFPC helped pass the historic Pennsylvania Farm Bill**, which provides \$24m investment in key programs including expanding processing capacity, urban agriculture infrastructure, farm-to-school grants, youth development, and agricultural business support. This was the first state farm bill in the country!

In 2020, PFPC completed the **Greater Pittsburgh Food Action Plan (GPFAP)**, the first comprehensive food systems plan for Southwestern Pennsylvania. More than 600 County residents and 100 food systems stakeholders contributed to the development of the GPFAP. Upon completion of the plan, PFPC members identified priority strategies, which continue to drive PFPC's work into the future.

In 2021-2022, PFPC worked to advance priorities in the Greater Pittsburgh Food Action Plan and had early advocacy successes including: Pittsburgh Public Schools' adoption of the Good Food Purchasing Policy, the establishment of a county-wide low-income fair pilot program providing free and reduced public transportation to SNAP recipients, the creation of a \$3M **Food Justice Fund** at the City of Pittsburgh, and the establishment of a PA State Food Policy Council. PFPC was also selected by the USDA for a very competitive Regional Food System Partnership Grant, and was the only recipient selected in Pennsylvania to receive this award.

In 2023-2024, PFPC built on past successes and began implementing the **USDA Regional Food System Partnership Grant**, which will enable them to convene food system funders, support small groups with grant writing services, build stronger institutional partnerships, and expand the Good Food Purchasing model, as well as lay the groundwork for their 1st Annual Food Summit set to take place in Spring of 2024

Mission & Vision

This planning process began with stakeholder interviews and was followed by a visioning retreat with the board of directors and key community stakeholders. This led to the drafting of new mission and vision statements which were then shared with the greater membership and edited to reflect all feedback.

MISSION

PFPC mobilizes people through listening, educating, and advocating for policies and programs that shift power, expand access to resources and strengthen the Greater Pittsburgh Food System.

VISION

A just food system for all people in Greater Pittsburgh.



Overarching Themes

In addition to the specific goals and objectives outlined in this plan, certain overarching themes have emerged that will further guide the Pittsburgh Food Policy Council in its strategic work over the next three years. These themes are outlined below with more detailed descriptions found in the Overarching Themes section of this report.

Justice, Equity, Diversity and Inclusion (JEDI)

Justice, Equity, Diversity, and Inclusion (JEDI) are central to the Pittsburgh Food Policy Council's mission and vision and the lens through which it approaches **all of its work**. The creation of a JEDI plan was woven into the strategic planning process and is central to the PFPC's work and vision for the coming three years.

Communications and Benefits

Communications and Benefits of the PFPC emerged as an additional theme. Stakeholders across the organization acknowledged that succinctly and accurately describing the organization was a challenge and an opportunity for improvement. There is a desire to provide staff, board, and the greater membership with plain language talking points that allow them to provide a consistent explanation of the work of PFPC. Furthermore, as part of this strategic plan outlined in goal 2, all stakeholders will be able to explain how current and future actions directly support the mission, Greater Pittsburgh Food Action Plan and JEDI plan.

Prioritization and Consistent Reflection

Prioritization and Consistent Reflection is key to ensure relevance and impact. The work of PFPC to reach its vision of a just food system for all people in Greater Pittsburgh is inherently broad. The food system includes everyone from growers, producers, distributors, and consumers. This, in turn, can make it difficult to decide how to prioritize some efforts over others. The strategic planning process has surfaced a few **key strategies to help the organization focus its efforts** to reach its overarching mission and vision which includes:

- 1) creating an alignment and prioritization process
- 2) following a clear outcome and evaluation setting and tracking process and
- 3) a continued commitment to listening to community voices and embracing adaptation.

Methodology

The PFPC assembled a Steering Committee of board and staff to oversee the implementation of this project and to guide the consultants in their role of facilitating a productive process (see Appendix A: Strategic Planning Steering Committee). The Steering Committee met biweekly to review early results, answer questions, pose questions or concerns, and ensure the project benefited from the close attention of internal stakeholders as the New Venture Advisors (NVA) and later Procopia consulting teams coordinated the following activities:

Stakeholder Interviews

A small number of key stakeholders (current and former staff, board, and community members) were interviewed to identify current strengths, weaknesses, opportunities, and threats (SWOT) as well as to understand the landscape and driving forces that will inform the strategic planning process. Additionally, the PFPC Executive Director met one on one with over 85 people to build relationships and also better understand challenges and opportunities, which helped to guide this process. (NVA)

Visioning Retreat and Focus Groups

Hosted in-person engagement sessions with PFPC to collectively advance emerging themes. These included sessions on the mission and vision and the prioritization of current activities based on the newly developed mission. Information from past focus groups was incorporated into the JEDI Plan, which PFPC staff and board put together. (NVA)

Mission and Vision

Stakeholder feedback was collected and incorporated into a draft of a new mission and vision statement. This draft was presented to the staff, board, and larger membership to edit and build full consensus. (NVA)

Full Membership Engagement

Worked to engage the full membership at various intervals throughout the process including soliciting and incorporating feedback on the mission and vision, overarching goals, and full plan. Additionally, the 2023 PFPC member survey informed the process from the beginning. (Procopia)

Creation of Goals and Objectives

The consultants utilized all of the information and data from the first four steps to draft three proposed goals with corresponding objectives. Proposed revisions from the Steering Committee, board, and full membership were edited by Procopia. (Procopia)

Work Plans

The consultants created work plan templates for each of the three goals, as well as corresponding surveys. These surveys contained a simplified version of the information derived from exercises, focus groups, and interviews to prompt the strategic planning working groups to think about possible action steps that mattered to stakeholders. Working group members completed the surveys independently and then Procopia utilized those completed surveys to begin to develop action steps for each goal and subsequent objectives. Procopia facilitated additional working sessions for each working group to clarify items, develop KPIs (key performance indicators), and work to align action steps with SMARTIE principles (specific, measurable, achievable, relevant, time-bound, inclusive, and equitable). (Procopia)

Financial Planning

A 3-year financial forecast that reflects the strategic recommendations was created in collaboration with key staff and board members. A review of current fundraising then helped inform the development of a fundraising plan that outlined a clear approach to ensuring that the financial resources would be available to implement the plan and guide the organization toward long-term sustainability and impact. (Procopia)



Organizational Goals and Objectives

PFPC’s strategic plan is organized by goals, objectives, and actions to achieve success. **Goals** are the topline outcomes that PFPC will work towards in the next three years. They include specific actionable objectives, listed below and detailed in the accompanying work plans, to provide concrete actions to build progress towards goals. Objectives answer the question, “What does success look like for this goal?”

The three organizational goals that form the foundation of this strategic plan are:

1. **Solidify and advance PFPC’s role in the Greater Pittsburgh Food Action Plan (GPFAP)**
2. **Advance operations and communications to achieve internal excellence**
3. **Deepen and clarify network and coalition-building efforts**

Goal 1: Solidify and advance PFPC’s role in the Greater Pittsburgh Food Action Plan (GPFAP)	
Objective 1	Map PFPC current activities to the Food Action Plan and core focus on land, food and financial resources to identify gaps and opportunities to further focus efforts
Objective 2	Evaluate Greater Pittsburgh Food Action Plan – Progress from past 5 years (2020–2025)
Objective 3	Review initial PFPC priority strategies from the GPFAP and create 3-year priority list with clear KPIs, actions, timelines and roles
Objective 4	Further refine and focus on priorities that specifically focus on core strategies and activities in the Food Action Plan that challenge/undo institutionalized systems of power that perpetuate racism, homophobia, sexism, and all forms of bigotry.

Goal 2: Advance operations and communications to achieve internal excellence

Objective 1	Develop a current and projected org chart to account for the projected needs throughout the strategic plan
Objective 2	Create a comprehensive staff development and evaluation plan that begins by clearly defining staff roles and includes goal setting, professional development, and salary benchmarking
Objective 3	Develop and achieve a more sustainable business model that ensures long-term impact
Objective 4	Develop elevator pitch, talking points and ongoing training opportunities for stakeholders to ensure clarity in communications
Objective 5	Create a communications plan that covers both internal and external practices and protocol
Objective 6	Create clear roles and systems for accountability that will ensure the organizational JEDI plan is implemented

Goal 3: Deepen and clarify network and coalition-building efforts

Objective 1	Define the framework and principles that guides PFPC organizing philosophy
Objective 2	Evaluate the current working group and committee structures
Objective 3	Adapt the current working group and committee structures to reflect the priorities of the 3-year strategic plan
Objective 4	Clearly define and build membership model
Objective 5	Create communications plan and documents that provide new and existing members clear information about how best to engage with the PFPC

Mission and Values Revision

The consultants reviewed all past stakeholder engagement and feedback. They then interviewed stakeholders and facilitated a strategic visioning retreat. This retreat led to the development of new mission and vision statements. These statements were then shared with the full membership to gain further feedback, edits, and overall buy-in. The new mission and vision are part of the broader effort to simplify communication so that all stakeholders can succinctly speak to the work of the PFPC. While the definitions add detail and clarity, the mission and vision themselves are aimed to be more accessible and clear. The final mission and vision are outlined below:

MISSION

PFPC mobilizes people through listening, educating, and advocating for policies and programs that shift power, expand access to resources and strengthen the Greater Pittsburgh Food System.

VISION

A just food system for all people in Greater Pittsburgh.

In an effort to both be succinct and clear with communications, the PFPC has created talking points to accompany the mission and vision statements to allow for all members to easily understand and speak to these statements:

1. When we say “resources” we are referring to **land, food, and financial resources**.
2. We define a just food system as one that is **equitable, diverse, and sustainable**, in which everyone, particularly people who have been **historically and systematically** excluded, has dignified access to nutritious and culturally appropriate food, productive land, and financial prosperity.
3. When we say “diverse” we are referring to the **ethnic and racial makeup** of people in our community. “Diverse” also refers to the **size and types of food businesses and organizations** connected to the PFPC.
4. When we say “people who have been historically and systematically excluded,” we are speaking of **Black, Brown, indigenous, and all other people who are marginalized**.
5. We are **committed** to continuing to evaluate and adapt our use of language as our understanding evolves with time and in direct relation to the perspectives and voices of our membership.

Overarching Themes

In addition to the specific goals and objectives outlined in this plan, certain overarching themes have emerged that will further guide the Pittsburgh Food Policy Council in its strategic work over the next three years:

Justice, Equity, Diversity and Inclusion (JEDI)

Justice, Equity, Diversity, and Inclusion (JEDI) are central to the Pittsburgh Food Policy Council's mission and vision and the lens through which it approaches all of its work. The strategic planning process surfaced some historic and current challenges specifically related to ensuring that disenfranchised communities are equitably represented, reflected, and centered across all aspects of PFPC's work.

The staff and board leadership recognize that this work will "move at the speed of trust". **They recognize and embrace the potential challenges and tensions that may arise on the path toward collective liberation and justice.** A comprehensive JEDI plan (see Appendix E) has been developed by PFPC staff and board members that addresses all internal and external operations and practices to build clear actions and accountability measures related to specific JEDI goals. This JEDI plan is woven into the overarching strategic plan goals and objectives to further focus on this effort and ensure that it is at the center of all of its work.

Communications and Benefits

Stakeholders across the organization acknowledged that succinctly and accurately describing the organization was a challenge and an opportunity for improvement. There is a clear desire to provide staff, board and the greater membership with plain language talking points that allow them to provide a consistent explanation of the work of PFPC. Furthermore, as part of this strategic plan outlined in goal 2, all stakeholders will be able to explain how current and future actions directly support the mission, Greater Pittsburgh Food Action Plan and JEDI plan. The rewriting of the mission and vision fits into this effort that will be coupled with embedding communications training in staff, board, and membership onboarding alongside annual practice sessions.

In addition to the concrete initiatives and objectives of the PFPC, it is also clear that there are intangible benefits that are equally important. These benefits should continue to be celebrated and tracked through qualitative data collection to realize the full impact of the organization. Some of these benefits that were shared during this process include:

- Meeting, networking, and building meaningful connections with people across professional and demographic lines that would otherwise not be possible
- Elevating the public awareness and reputation of partner and member organizations and initiatives
- Direct advocacy, education, and overall public awareness efforts

Prioritization and Consistent Reflection

The work of PFPC to reach its vision of a just food system for all people in Greater Pittsburgh is inherently broad. The food system includes everyone from growers, producers, distributors, and consumers. This, in turn, can make it difficult to decide how to prioritize some efforts over others. The strategic planning process has surfaced a few key strategies to help the organization focus its efforts to reach its overarching mission and vision.

Alignment and Prioritization Process

Recognizing how a certain initiative tracks with the Greater Pittsburgh Food Action Plan (GPFAP) priorities, the organization's mission to expand access to land, food, and financial resources and the JEDI plan can be a first step in prioritizing practices and activities. A prioritization rubric has been created which connects all current PFPC activities to the mission and GPFAP while also identifying the approach to advancing the JEDI plan. It then allows for an annual decision to be made about how to proceed with the effort (transition, reorganize, increase effort, etc). This document is meant to be edited annually to track progress and to realign priorities based on expressed community needs, landscape, capacity, and progress to date. In completing this process as part of the strategic plan, the organization has identified the following key shifts in its work over the coming year.

Activity	Level of Priority	Plan
Food & Health Equity (Change)	Reorganize	Remove the working group but focus on specific initiatives brought to the PFPC e.g. grocery and retail, WIC stocking requirements, etc
Regional Food Economy	Transition	Transition RFE to no longer meet given feedback and lack of regular engagement
Child Nutrition	Transition	Identify new sub-committee that is relevant and needed from member feedback and current events
Small Business	Consider increasing level of priority	Set goals to identify who and how work to support small businesses can be supported by PFPC
Workers/Labor	Consider increasing level of priority	Set goals to identify who and how work to support workers/labor can be supported by PFPC

Outcome Setting and Tracking

In order to objectively assess the level of priority and future of PFPC activities, it will be important to clearly set and measure annual objectives that are aligned to the GPFAP, mission, and JEDI plan. A process for setting and tracking these goals is established and currently being implemented to help drive data-driven decision-making moving forward.

Commitment to Listening and Adaptation

In following the principles of the collective impact model, coalition building and other liberatory conscious frameworks, the Pittsburgh Food Policy Council aims to ensure that its priorities and actions are representative of its entire membership. It recognizes that what may be the top priority for a working group or sub-committee today may shift from year to year. **Embedded in the very fabric of the organization is a willingness to consistently assess and adapt its working group and sub-committee structure to ensure that they are responsive to emerging needs and priorities while continuing to align with the GPFAP, mission, and JEDI plan.**

Working groups and sub-committees are designed to achieve concrete and specific objectives that are evaluated annually with the assumption and hope that over time, each working group and committee will evolve and at times transition when no longer necessary. Some key factors that will lead to this shift include:

- Completing the stated objectives of the working group or committee
- A need to shift PFPC staff time and resources toward a different time-sensitive priority
- Other member organizations are taking the lead on the issue and there is no longer a need for PFPC to actively organize around the work
- Annual evaluation shows that the committee, as currently operating, has not been able to achieve its stated objectives



Photo (from left): Bobbi Linksens, Alyson McAtee, Brandi Allen, Teaira Collins, Jo Deming, Sarah Buranskas

Financial Planning and Implications

Financial Considerations

While many of the recommendations outlined in this plan can be implemented with existing budget allocations and staffing, certain considerations and actions do require more financial resources that would expand the current annual budget over the coming three years as outlined below. Financial implications are also included for each action in the work plans, where applicable.

Focused Area of Need	Detailed Explanation	Financial Implications and Timeline
Professional Development	Professional development funding for staff and greater membership to increase capacity around communications, organizing and JEDI is recommended	\$7,500-\$8,300
Website and Brand Kit	In an effort to revamp the membership model and streamline communications, it will be necessary to update the website as part of this plan. The creation of a brand kit to be used across communications will also be included in this effort	Year 3 - \$20,000
Participant Stipends	In alignment with the JEDI Plan and commitment to supporting full participation from a diverse network, the plan calls for stipends for working board members and committee chairs. It also allocates funds for a participant pilot program that would pay a smaller group of residents to participate who otherwise would not be able to join PFPC work.	\$33,000

Focused Area of Need	Detailed Explanation	Financial Implications and Timeline
Admin Assistant & Event Coordinator - PT	Logistics Member Meetings, Farm Tour support, Ag Week, Food Summit, Operations Support - PT 2 years; FT 3rd Year	\$26-\$57K
Communications & Development Coordinator	Database management, help grant writing, newsletter, social media	\$58-63K
Policy Analyst & Evaluation Specialist	Policy support/legislation, analyzing feasibility, support working groups, provide guidance, potentially GPFAP Evaluation	\$47-70K

Fundraising Strategy

The projected growth of the organization shows PFPC moving from an operational budget of \$631,796 in 2024 to \$805,014 by 2027. The increased expenses can be accounted for through a diversification of revenue as outlined both in the budget and the chart and narrative below. These recommendations are also embedded into the work plans.

Revenue Source	Change Over Time
Local Private Grants	Shifting from 74% of total revenue in current year to an average of 37% of revenue over the final three years
National Grants	Increasing from 0% of total revenue in current year to 22% by FY26
Public Grants	Public grants will stay consistent in terms of dollars but shift from predominantly USDA funding to funding from federal, state, county and city government
Event Sponsorship	Shifting from \$0 in current fiscal year to \$35,000 by FY26
Membership	Increasing from \$0 in current fiscal year to \$10,500 in FY2027
Individual Giving	Increasing from \$0 in current fiscal year to \$4,400 in FY2027

Creation of Goals and Objectives

PFPC has been successful in meeting its annual financial goals toward achieving its mission. It is recommended that over the next three years, it moves towards establishing an unrestricted fund of flexible cash that can be used to manage unforeseen risks or cash flow issues while also pursuing time-sensitive opportunities. A plan for the rules around the use and repayment of this cash reserve and a plan for ongoing contributions to maintain the equivalent of at least three months will be developed in conjunction with and will require the approval of the board of directors.

The current approach to starting this fund includes developing unrestricted revenue sources that can be contributed, in part, to this fund annually. A one-time contribution from a local donor or foundation would significantly help the Pittsburgh Food Policy Council achieve this key goal of long-term financial health and sustainability.

Private Foundations

PFPC has been successful in meeting its annual financial goals towards achieving its mission. It is recommended that over the next three years, it moves towards establishing an unrestricted fund of flexible cash that can be used to manage unforeseen risks or cash flow issues while also pursuing time-sensitive opportunities. A plan for the rules around the use and repayment of this cash reserve and a plan for ongoing contributions to maintain the equivalent of at least three months will be developed in conjunction with and will require the approval of the board of directors. PFPC can continue to build upon its strong relationships with local private foundations to leverage further funding in direct alignment with this strategic plan. In addition to increasing the requested amount from existing funders in support of expanded impact, 10 additional local foundations are aligned with the mission and work of PFPC. An additional strategy is to pursue national private foundations that are aligned with the Food Policy Council's priorities. There are an additional ten national foundations that are aligned with the mission and work of PFPC. The national foundation opportunities are more competitive and will likely have a lower success rate. If the goals for national foundation dollars are not met, the expectation is that this will be covered by local foundation and public grants. A full prospect list can be found in Appendix D.

Public Funding

PFPC has historically found success in securing two national public grants from the USDA which includes the current Regional Food Systems Partnership grant. They also have a current contract with Allegheny County Council, the Allegheny County Health Department /Center for Disease Control and Prevention. Continuing to maintain strong relationships at all levels of government while pursuing new RFPs, in collaboration with member organizations, is a priority.

It is also recommended that PFPC work to regularly communicate the successes of the organization with regional representatives and officials to further the mission of the organization while potentially opening doors to future funding. An additional six public funding opportunities can be found in the prospect research document in Appendix D.

Membership Model (Earned Revenue)

By implementing a sliding-scale membership model, the PFPC will develop a reliable earned revenue stream for the organization. Initial projections show the membership program bringing in \$7,700 in its pilot year. With continued outreach and growth, this revenue will reach \$10,500 by 2026. In addition to the direct revenue from the new membership model, collecting dues and ongoing correspondence with members will allow PFPC to transition members into individual donors as listed below.

Individual Donations

Individual donations have not historically been a part of the PFPC fundraising strategy. In the next three years, PFPC aims to build the systems and capacity to develop an individual donation program. The vast network of members serves as a base for attracting individual donations, while the mission and vision of the PFPC can more broadly appeal to Pittsburgh residents. To develop this opportunity, PFPC will focus its efforts on the following key items:

- Research individual donor campaigns and models from other food policy councils
- Integrate opportunities to add further donations to the membership intake process
- Participate in the Day of Giving
- Create and distribute an annual appeal
- Segment future donor lists and create individualized plans for major donors
- Develop clear protocol for donor recognition letters and phone calls



Corporate Donations and Sponsorships

The inaugural Food Summit of 2024 has provided PFPC with a clear opportunity to solicit event sponsorship. In particular, food and farm businesses as well as health and wellness companies are well-positioned to sponsor events. PFPC can build its corporate sponsorship dollars in the following key ways:

- Create a list of potential corporate sponsors who sponsor similar events in the region
- Develop a sponsor brochure that clearly outlines corporate opportunities for giving and sponsorship levels
- Integrate outreach, meetings, and reporting of the corporate prospect list into the existing fundraising calendar
- Consider engaging corporate sponsors in the Neighborhood Assistance Program (NAP)



Recommendations for Implementation



The following recommendations for implementation are included to bridge the gap between the consultant-led process and the organization-led implementation.

The final strategic plan is simply a roadmap and there will inevitably be both obstacles and opportunities that crop up during the next three years. Implementation has its best chance of success when each member of the board and staff understands their role in making the plan a reality. Combined with detailed work plans, PFPC is well-positioned to implement this ambitious but achievable plan. The roles of implementation include:

- **Staff** play a central role in implementing the work plans to drive progress towards implementing the strategic plan at the ground level. Staff should be the first to raise issues or implementation concerns if they appear. Leadership must continue to monitor staff capacity throughout implementation. Aligning yearly staff goals and evaluation processes to the work plans is an effective way to support accountability and regular use of the work plans. Accountability in advancing the plan was brought up by members during the process. It is recommended that the staff share updates on the strategic plan annually through its annual report and in annual member meetings. Ensuring that all components of the plan are easily available online is another opportunity to ensure accountability and transparency with the greater membership.
- **The Board** plays an important role in providing accountability and strategy as participants in the strategic planning implementation process. The board should quickly learn the new mission and goals by heart and be ready to enthusiastically share the organization's vision for its future with anyone who will listen. Each board committee is assigned to specific work plan objectives and actions and will ultimately be tasked with ensuring successful implementation. The Board should regularly seek strategic planning updates (at every Board meeting) from the Executive Director.

Appendix

A: Strategic Planning Steering Committee

Throughout the strategic planning process, a Steering Committee composed of representatives from key stakeholder groups gave their time and talent to shepherd the strategic planning process from start to finish. The members of the committee were:

Sarah Buranskas, Project Manager (staff)

Cynthia Caul, Board Member

Jo Deming, Executive Director

Adia Effiong, Board Member

Nick Goodfellow, Board Member

Ebony Lunsford-Evans, Board Member

Alyson McAtee, Program Manager (staff)

Masoud Sayles, Board Member

One of the key recommendations for the implementation of this plan is that this committee, or a version of it, continue to convene. This will ensure clarity of the plan's intentions and create a mechanism to achieve the ambition of the plan's goals.

B: Prioritization Rubric and Results

A prioritization rubric was created to identify direct connections between all PFPC activities and the Greater Pittsburgh Food Action Plan, Mission, and JEDI Plan. This rubric also allows space for annual goal setting and planning around how to proceed with each activity. The rubric with current prioritization can be found [here](#).

C: Work Plans

Detailed work plans that support the three-year strategic planning goals are available [here](#).

Appendix

D: Justice, Equity, Diversity and Inclusion Plan (JEDI Plan)

A comprehensive JEDI plan has been developed that addresses all internal and external operations and practices to build clear actions and accountability measures related to specific JEDI goals. The full plan can be found [here](#).

To view all of our documents....

Visit our [website](#) or scan this QR code for the most up-to-date and comprehensive list of all relevant documents associated with the strategic plan.

