



**ECOLOGY  
CENTER**

**Oakland Food Policy Council  
Meeting #2 Report | May 15, 2018**

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**Exploring Council Structure**

Prepared by Lindsey J. Scalera, Sustainable Food Program Director

# MEETING OVERVIEW

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## *Facilitation Formats Utilized*

- Facilitated full group discussion
- Silent writing
- Self-directed small-group discussion

## *Essential Question for this Meeting*

What structure will support the OCFPC in meaningfully and inclusively engaging Oakland County stakeholders in policy advocacy toward a healthier, more equitable food system?

## *Meeting Description*

This working session will engage the Oakland County Food Policy Council members in a series of discussions and activities exploring the structure we currently have, other options, and developing and deciding on the structure we want.

## *Meeting Agenda*

### **9:00 AM - 9:20 AM | SETTING THE TABLE**

- Welcome & Housekeeping (ECHO)
- Agenda Review (Lindsey)
- Dialogue Guides (Lindsey)
- Introductions Activity (Lindsey)

### **9:20 AM - 10:00 AM | APPETIZERS**

- Items of Interest
- Workgroup Discussion
- Partner Updates
- Survey Results Review

### **10:00 AM - 10:20 | SALAD**

- High-level Review of Lab #1
- Collective Impact Model

### **10:20 AM - 11:40 AM | ENTREES**

- The Structure we Have
- All the Possibilities: Ideas & Experiences
- Designing the Structure We Want

### **11:40 AM - 12:00 PM | CLEARING THE TABLE**

- Closing Thoughts Round-Robin
- Next Meeting

## *Dialogue Guides*

For all sessions, we are using the Zingerman's Diversity & Inclusion Dialogue Guidelines. We reviewed these and asked if anyone has had any questions of clarification, or any additional guidelines to propose or change.

**In no particular order, the guidelines are:**

- Listen actively.
- Suspend judgement.
- Step up and step back.
- Try not to freeze people in time.
- Seek first to understand.
- Except and accept non-closure.
- Use I statements. Speak only for yourself.
- Assume positive intent.
- When furious, get curious.
- Be real. Be honest. Inquire.
- Practice both/and thinking.

# FIRST MEETING OVERVIEW

Facilitator, Lindsey Scalera, conducted a high-level review of what we learned from our first meeting.

## Council Goals

<i>Health Equity</i>	<i>Fair &amp; Culturally Sensitive Food Access</i>
<ul style="list-style-type: none"> <li>● Everyone should have the opportunity to be as healthy as possible.</li> <li>● We work to eliminate the barriers.</li> <li>● Health is not isolated; we need to address the social determinants of health (i.e. transportation, access, economics, etc.).</li> <li>● Requires us to understand the origins of inequity, recognize inequities and be willing to talk about them.</li> </ul>	<ul style="list-style-type: none"> <li>● Culturally appropriate food is important to community vitality and an inclusive food system</li> <li>● <u>Fair Food is:</u> <ul style="list-style-type: none"> <li>○ Convenient</li> <li>○ Variety of choices (including culturally sensitive options)</li> <li>○ Affordable</li> <li>○ Considers the producers, workers, and growers</li> </ul> </li> </ul>
<i>Elements of an Inclusive Food System</i>	
<ul style="list-style-type: none"> <li>● People have access to affordable, culturally sensitive food.</li> <li>● The food system incentivizes local economies and sustainable practices</li> <li>● Human-centered; not only bottom-line/capital-centered</li> <li>● Food system is scalable to meet the needs of smaller and larger populations or institutions</li> <li>● Takes into account grassroots input; decisions are not top-down.</li> <li>● Policy supports inclusivity and holds policymakers accountable</li> </ul>	

## Our Core Audiences & What they Need

<i>Council Members</i>	<i>Partner Orgs &amp; Businesses</i>	<i>Individual Residents</i>
<p>Defined roles, a clear decision-making process, and support for resource-sharing and advocacy. Community has a voice on the council.</p>	<p>OCFPC Can engage partners as champions, through outreach and listening, and most importantly, as a network of collaborators.</p>	<p>They feel they are part of a community and we foster participation and community-voice by meeting them where they are at.</p>

## Top How & What Ideas

Council Structure should support:

- Input/feedback from community (accessible and consistent)
- Meet people where they are; alternative methods of participation
- OCFPC Speakers group (people available to do outreach; create outreach materials)
- Growing a “network of collaborators” taking action together

- Mentorship (peer-to-peer)

- Policy platform (transparency) driven by community needs

## COLLECTIVE IMPACT FRAMEWORK INTRODUCTION

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The Collective Impact Framework, first introduced by John Kania & Mark Kramer in 2011, is an approach to collaboration designed to multiply the power and impact of group efforts by aligning goals and increasing efficiency. Lindsey introduced this model and the group discussed several examples of how this model is used in work we're already familiar with, including some of the work the Oakland County Health Department and the MSU Center for Regional Food System's role as "backbone organization" for an ecosystem of networks, organizations, and research.

### COLLECTIVE IMPACT FRAMEWORK

<i>Common Agenda</i>	Shared goals, a joint approach and agree upon actions
<i>Shared Measurement</i>	Collect & share data consistently across groups
<i>Mutually Reinforcing Activities</i>	Reduce overlap and duplication of efforts.
<i>Continuous Communication</i>	Build trust, assure mutual objectives, and create common motivation
<i>Backbone Organization</i>	Serves the entire initiative and coordinates participants

#### *Additional Collective Impact Framework Resources*

The original article in the *Stanford Social Innovations Review*<sup>1</sup>  
[https://ssir.org/articles/entry/collective\\_impact](https://ssir.org/articles/entry/collective_impact)

Collaboration for Impact: An Australian network of organizations and practitioners with expertise in collective impact and social change

<http://www.collaborationforimpact.com/collective-impact/>

Collective Impact Forum: An online portal for collective impact practitioners curated by two U.S. based organizations with experience in community-driven organizing for social change

<https://collectiveimpactforum.org/what-collective-impact>

A published article documenting the collective impact model in Michigan Food Systems: "*Implementing Collective Impact for food systems change: Reflections and adaptations from Michigan*"

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<sup>1</sup> Kania, J. and Kramer, M. (2011). Collective Impact. Stanford Social Innovations Review.  
[https://ssir.org/articles/entry/collective\\_impact](https://ssir.org/articles/entry/collective_impact)

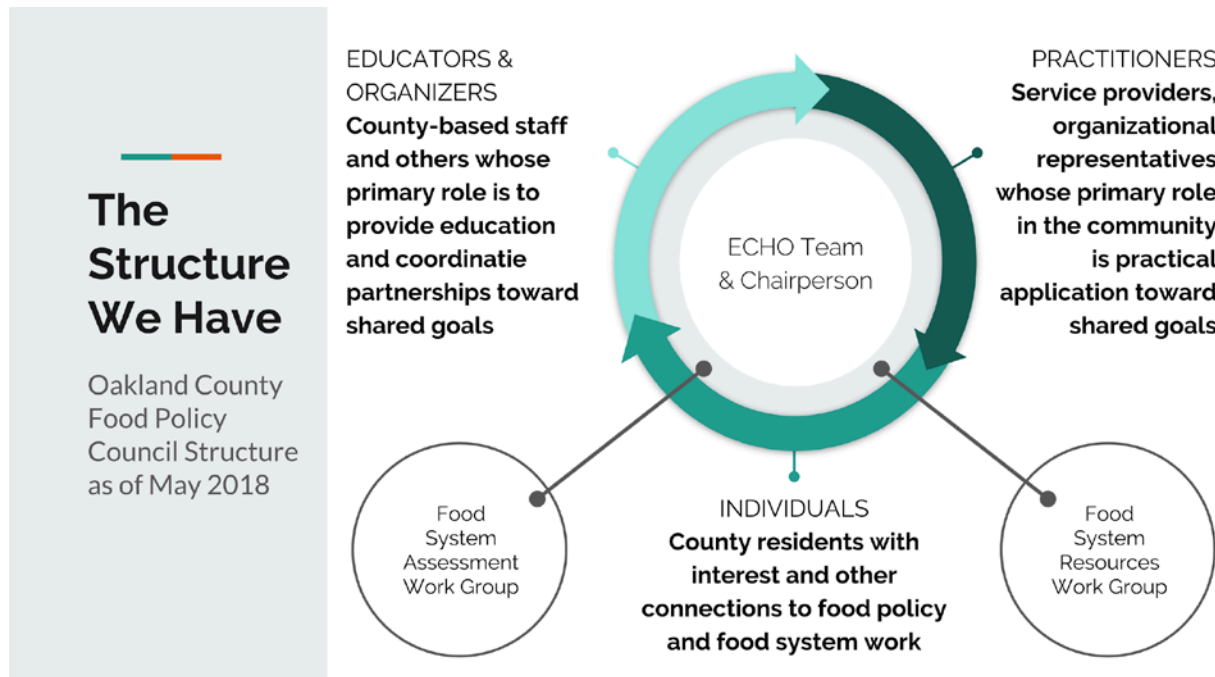
<https://www.canr.msu.edu/resources/implementing-collective-impact-for-food-systems-change><sup>2</sup>

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<sup>2</sup> Hoey, L., Colasanti, K., Pirog, R., & Fink Shapiro, L. (2017). Implementing Collective Impact for food systems change: Reflections and adaptations from Michigan. *Journal of Agriculture, Food Systems, and Community Development*. Advance online publication. <http://dx.doi.org/10.5304/jafscd.2017.072.014>

## THE STRUCTURE WE HAVE

Lindsey put together a graphic model of the current OCFPC structure, based on her observations and feedback from previous meetings. The group reviewed this model and discussed if they agreed with this assessment. Participants agreed that this representation is a fairly accurate description of the current council structure.



### Membership

The Oakland County Food Policy Council is organized around a relatively loose or informal structure with several types of members:

- **EDUCATORS & ORGANIZERS:** County-based staff and others whose primary role is to provide education and coordinate partnerships toward shared goals
- **PRACTITIONERS:** Service providers, organizational representatives whose primary role in the community is practical application toward shared goals
- **INDIVIDUALS:** County residents with interest and other connections to food policy and food system work

The Council regularly meets bi-monthly as a whole. Anyone is welcome to join those meetings and people who fit the typical “member types” attend with varying consistency.

### Governance/Coordination

The Council is coordinated by the ECHO Team, which is comprised of County Health Division staff members and an elected/selected Chairperson, Maureen Husek of Beaumont Health.

### Working Groups

The OCFPC established two working groups early in its first year: Food System Assessment Work Group, which has conducted a large-scale survey of county residents, and the Food System Resources Work Group, which has documented, in the form of an interactive map, the various resources, services, and related organizations that exist in the county.

## WHAT WE LIKE

The next activity engaged participants in discussions about what we like or don't like about organizational structures we have experience with. The discussion also served as a way to reflect on the current structure of the Council.

What is the structure you liked?	Why it was designed that way?	What worked or didn't work about it?

### DISCUSSION ACTIVITY

Everyone received the handout on the left and was asked to turn to their neighbor and discuss the questions, filling out the form as you go.

Then Lindsey asked council members to share back one element you liked or don't like and why it worked or didn't work.

Lindsey recorded the responses on the flipchart paper (below).

#### + (Plus) - What you Liked

- All sectors represented
- Backbone organization(s) - co-led/founded
- Shared benefit to all network members (win-win/buy-in)
- Community-driven participation; real participation
- Rotating leadership
- Defined priorities
- Decision-making process
- [some] informal element to the structure
- Way to identify concerns and respond to problems; problem-solve together
- Clear "chain of command" or points of contact with communication throughout the network
- Clear roles and collaborative attitude; "all hands on deck"
- Members feel agency in the process of the design
- Use technology to reach people (i.e. Whatsapp, onedrive, slack); one platform for collaboration
- Build in education while participating
- Meetings are worthwhile, worth the time
- Getting the feedback if even when members are not able to be there in person

#### Δ (Delta) - What you would change

- Leadership has enthusiasm but not enough time or capacity
- Mechanism for data collection is a challenge
- Balance between task- and process oriented [people]
- Disconnect between decision-makers and community can lead to apathy and disengagement
- Too many steps in the chain of command
- As organization develops, it is hard to transfer sense of agency to new participants
- Reaching people and share information is a challenge
- Attendance and participation from the "right people" and not always having just "the usual suspects"
- Silos → might have representation but you might not be able to do things

- Dynamic and casual feel

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## The Structure We Want

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We began with an introduction to seven elements that make up most food policy councils. Lindsey shared how, in her review of council structures, there were the following seven common themes:

1. STAFF/ADMIN & FUNDING
2. EXECUTIVE/ COORDINATING COMMITTEE
3. COUNCIL MEMBERSHIP
4. COMMITTEES/ WORKING GROUPS/ TASK FORCES
5. NETWORK OF COLLABORATORS
6. COMMUNITY OUTREACH
7. GOVERNANCE

In this activity, the group was asked to divide into groups of 3-4 and self-select (with a few exceptions) which element of the food policy council they wanted to dive into. Lindsey assigned the ECHO staff to the Staff/Admin and Governance topics. The current chair, Maureen Husek and OCHD Health Promotion Administrator, Lisa McKay-Chiasson took the Executive/Coordinating Committee topic. Everyone else self-selected the element they wanted to discuss and outline. Each group was given a packet with a set of discussion questions and some supporting materials to review. After about 20 minutes, we began a report out hearing from each group except the staff/governance group. The Council agreed to table that discussion for the next meeting.

Supporting documents included:

- [Wisconsin Food Systems Council: A Working White Paper](#)
- [Pittsburgh Food Policy Council: Guiding Principles](#)
- [Creating Local Food Policy Councils: A Guide for Michigan's Communities](#)
- [Cleveland – Cuyahoga County Food Policy Coalition Action Plan](#)
- [Los Angeles Food Policy Council \(LAFPC\) Case Study](#)

Below are the discussion questions each group was given and a summary of notes and comments from each group.

### STAFF/ ADMIN & FUNDING<sup>3</sup>

#### DISCUSSION QUESTIONS:

1. Where does the FPC live, organizationally?
2. How does funding work?
3. What is the role of staff/administrators?
4. What commitments can be made to staffing the FPC? Now? In the future?

- COORDINATION: Oakland County Health Division/ECHO
- FUNDING: County General Funds
  - In the future → Joint funding for new projects (i.e. partners can apply for funds together, or groups can provide funding or in-kind staff time for future projects)
- STAFF ROLE: Communication and meeting coordination; documentation; data collection and sharing; community outreach; grant-seeking and funding

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<sup>3</sup> Note: This group did not get to present on the Staff/Admin & Funding and Governance sections at the time of this report.



- STAFFING COMMITMENTS (current): Dan - 40%; Carrie & Shannon - 15-20%; Lisa 10-15%

## GOVERNANCE<sup>4</sup>

### DISCUSSION QUESTIONS:

1. Under what “authority” does the FPC exist, if any at all?
2. What is the relationship of the FPC with various authorities/decision-making bodies?

- Oakland County Government
- ECHO Steering Committee
  - Board of Commissioners
  - Grants/Fiscal Oversight

## EXECUTIVE / COORDINATING COMMITTEE

### DISCUSSION QUESTIONS:

1. How is leadership at this level organized?
2. Who should be represented on this committee/level?
3. How will the council select who joins the committee?
4. What is the role of this committee?

### Leadership: Coordinating Committee (5-8 Members)

- OCFPC Chairperson
- 1 Staff ECHO Core team member
- 1 Administrator ECHO Core team member
- 2-5 FPC members (rotating annually)

### Other Notes:

- Voluntary Participation
- Purpose: Oversee, on behalf of the FPC, organization and implementation of activities to address priorities.
- This is a starting point and could evolve into a more formal structure like the Pittsburgh FPC.

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<sup>4</sup> Note: This group did not get to present on the Staff/Admin & Funding and Governance sections yet.



*Photo Credit: Lindsey J. Scalera*

## COUNCIL MEMBERSHIP

### DISCUSSION QUESTIONS:

1. How should council membership be organized?
2. What sectors should be represented?
3. How should council members be appointed/selected?
4. How does information flow between community and council?

### Council Membership Sectors

- Health Care
- Retail/Grocers
- Agriculture/Producers
- Government - legislative, local & health department
- Consumers - At Large
- Emergency Food
- Institution - Education
- Research - Higher Education
- Development and Planning

### Council Organization (Levels of Engagement)

- Steering Committee
- Collaborative working groups
- Supporting members
- Guests

### Appointment/Selection Process

- Volunteers & open nomination process

### Information

- Multimedia

### Engagement

## COMMITTEES/ WORKING GROUPS/ TASK FORCES

### DISCUSSION QUESTIONS:

1. How should the council organize committees/working groups? Define what these would look like.
2. How should participation in these committees/working groups be organized?
  - a. How will the council decide what these committees work on?
  - b. Are they permanent or temporary?
  - c. How should council members participate?
    - i. Should council members serve as facilitators for these groups?

### Organization of committees/WG

- Based on Volunteering
- Covers a spread of issue areas:
  - Advocacy
  - Waste
  - Nutrition
  - Access
  - Education
- Each of the above areas will also consider and integrate social justice, diversity, equity, inclusion and community participation.
- Council will decide group priorities; group works on strategic planning (including equity in the process)
- WGs are semi-permanent group reassesses goals annually
- Participation
  - Active (goal for 80% attendance)
  - Co-facilitators (1 staff<sup>5</sup>, 1 volunteer)
  - Video conference meetings monthly with bi-annual meetings in person (in communities)

<sup>5</sup> Staff will have to talk about the feasibility of this. Could this be 1-2 council members instead, and staff plays a liaison role?

## COMMUNITY OUTREACH

### DISCUSSION QUESTIONS:

1. Where does the FPC live, organizationally?
2. How does funding work?
3. What is the role of staff/administrators?
4. What commitments can be made to staffing the FPC? Now? In the future?

### Community Outreach Team/Task Force

- **End goal: *Everyone has an investment in food***
- Team creates a communication plan
- Individuals already out in the community:
  - Connect FPC work to existing events and spaces
  - [Council] attends "X amount" of events per year
- Talking points for engaging new sectors in food policy
- Bring new people in, create a feedback mechanism

## NETWORK OF COLLABORATORS

### DISCUSSION QUESTIONS:

1. How does the structure support/allow for the development of a network of collaborators beyond the council members and committees?
- Guest speakers/presentations to FPC (and visa versa)
  - Invite them to meetings/to join; create new member packets
  - Go to events where organizations already are
  - Different platform to engage people outside of meetings; outside of 9-5
    - Travel meetings" at rotating locations
    - Engage community and organizations online (vs. traditional meetings)  
Could be message board or facebook/social media or website
  - Align goals with partners: Council goals or emerging priorities align with their work or goals
    - Promote common goals to future partners
    - Go to staff meetings of future partners (example - OCFPC presents to Gleaners OC)
  - Have a formal launch with press release in newspapers



Photo Credit: Lindsey J. Scalera

## Top Choice: Building the Structure together (TABLED FOR LAB #3)

If time had allowed, we would have moved into a larger discussion of choosing the “structure for now.” Given time constraints and the need for further discussion, we decided to table this discussion for the next meeting.

### Initial Plan

- Using the whiteboard, and feedback from each group, begin to sketch out the OC FPC structure.
  - Volunteers/Lindsey to sketch it out
- Fist of Five on how well we like this (closed fist =0 open hand =5)

### Future Plan

- Lindsey gather feedback from labs 1-2 and create a proposed structure blueprint
- Lab 3 will review proposed structure section-by-section
- Use a decision-making method (like voting toward consensus, such as “fist of five” or “roman voting”)

## BIKE RACK (THINGS TO COME BACK TO) - Running List

- 7 principles of food sovereignty
- Equity models illustration - fence & bikes
- Equity vs. equality / equity + equality
- ROC Restaurant Opportunities Center
- Economics related to the food system
- Outreach vs. engagement
- Other FPC strategies, structures
- Collective impact
- Michigan Good Food Charter
- Colorado Food Policy Council - Portal to collect community feedback, +/-Delta

- Designed by Equity from the MIT Hackathon - Centering voices not usually at the table; preparation and training for both people of color and White people to enter that discussion and create space for “authentic discussion”

## OBSERVATIONS & RECOMMENDATIONS

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### *Takeaways, Implications, & Impressions*

- Because staff time is limited, the role and capacity of staff are important factors to consider in designing the structure. I recommend creating space for community leadership in the working groups, specifically having a level of engagement for chairs of committees/working groups
- The proposed structure and the subsequent priority-setting process will reveal a clear path forward. Once the priorities are set, working groups can be established
- A few additional training needs come to mind to support the new structure:
  - Diversity, Equity, and Inclusion Training
  - Meeting facilitation and strategic planning training (and process support for any established working group)
  - Additional group decision-making processes around other needs as they arise (i.e. responding to action alerts)