

**Greater Griffith Park Neighborhood Council  
Strategic Planning Session**

October 18, 2003

Steve Bornstein, Facilitator  
Richard Spicer, Co-chair  
Kerry Hunnewell, Co-chair

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  - Excerpts from the By-Laws:
    - Budget & Finance Committee
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# Agenda

- |                                    |                 |            |
|------------------------------------|-----------------|------------|
| 1. Opening Remarks / Introductions | Richard, Kerry  | 5 minutes  |
| 2. Review of GGPNC Accomplishments | Kerry           | 15 minutes |
| 3. Facilitated Planning Session    | Steve Bornstein | 5 hours    |

## Deliverables:

- Measurable Mission for the GGPNC
- Measurable Objectives for the GGPNC Board
- Measurable Objectives for Standing Committees (case studies)

- |                |                |           |
|----------------|----------------|-----------|
| 4. Adjournment | Richard, Kerry | 5 minutes |
|----------------|----------------|-----------|

## **GGPNC Accomplishments: Year 1**

- Created and approved by-laws, secured certification, and conducted elections for 10 area Board members.
- Appointed 9 at-large Board members.
- Elected 5 officers to serve as Executive Committee of the Board.
- Created 12 standing committees, and appointed a Board member to serve as the chair of each committee.
- Created and/or adopted policies and procedures for
  - Financial and budgetary matters
  - Standing Committees
  - Conduct of meetings and other council matters
- Created accounting system, and secured funding and re-funding from the City of Los Angeles.
- Initiated Outreach and Communication Program
  - Created and maintained GGPNC web site, with relevant links to minutes, agendas, by-laws, city agencies, and other relevant web sites.
  - Created and maintained data base of 2250 constituents.
  - Initiated email newsletter to inform constituents of relevant news and GGPNC meetings.
  - Purchased \$7000 of IT equipment to support outreach and communication efforts.

## **GGPNC Accomplishments: Year 1**

**(continued)**

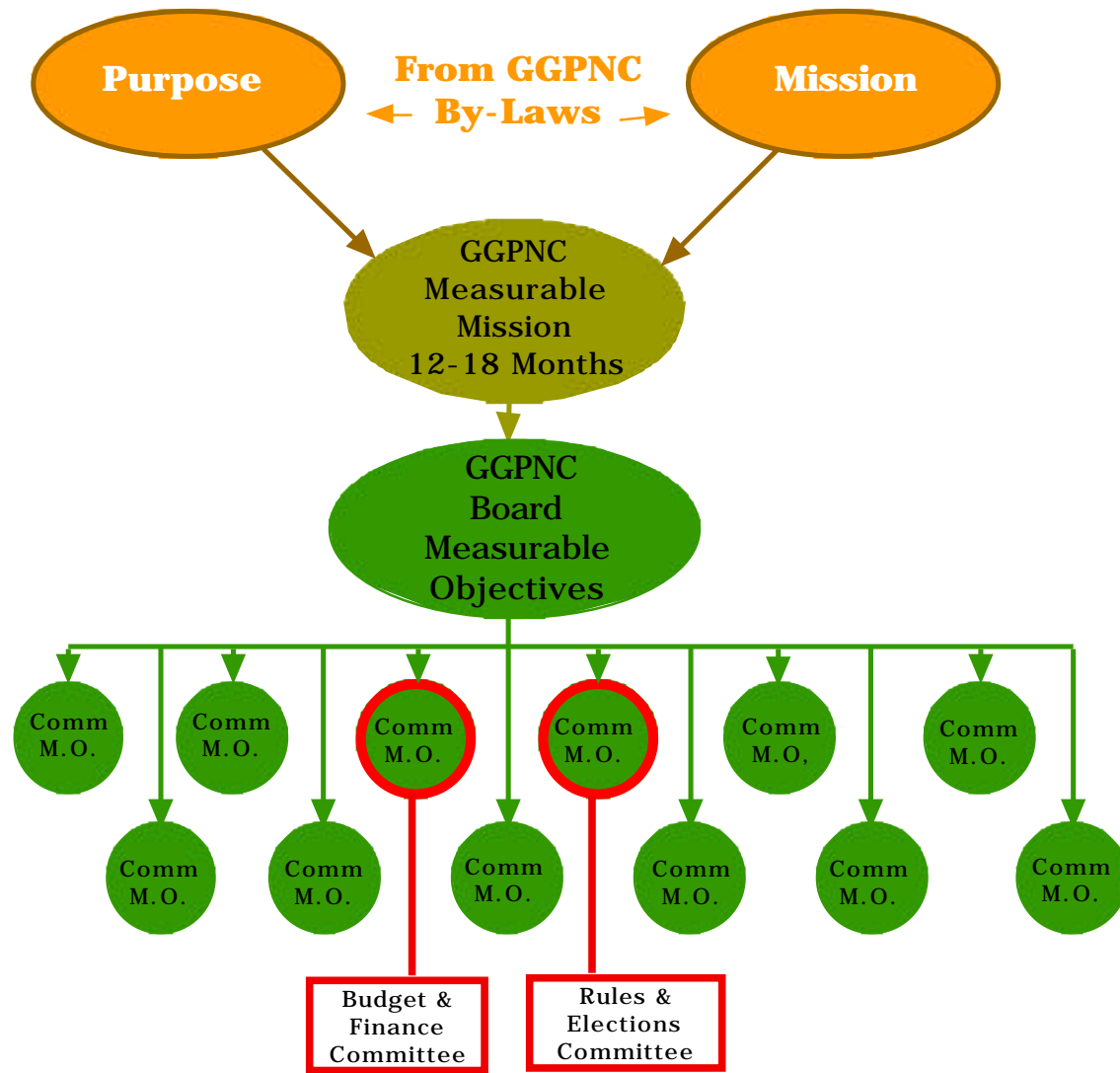
- Created, executed, and compiled first survey of constituents regarding assessment of city services.
- Created budget priorities based upon constituent surveys and council deliberations to advise the Mayor and City Council, as a means of effecting measurable improvements to the neighborhood.
- Secured the first funding to a neighborhood council from the City Controller's office for the installation of a neighborhood improvement project--the Hoover Street Mural.
- Advocated positions on land use issues, influencing city policy and discretionary decisions on zoning variances, the Toberman House, newsstand policy, and other issues of relevance to the neighborhood.
- Established a vibrant and functioning committee system with active committees conducting outreach, establishing priorities, and taking action on issues of significance to the quality of life in our neighborhood.

## **GGPNC Purpose and Mission: Excerpts from By-Laws**

**PURPOSE.** The purpose of the GGPNC is to participate as an advisory body on issues of concern to the stakeholders of the Council area as defined in these bylaws and in the governance of the City of Los Angeles.

**MISSION.** The mission of the GGPNC is to improve and unify the diverse communities of the Greater Griffith Park area by promoting citizen participation in government at all levels and by encouraging citizens to advise City government in accordance with the provisions of law cited in Article I above.

# Strategy Development



## Challenges:

Process v. Substance

Morale / Fun

Consensus

Participation

Policy Development

Fund Raising

Vacancies

Homeowners Assoc.

Spending Priorities

Future Role of NC's

## **Strategy Development: Discussion of Proposed Guidelines**

The purpose of the Strategy Development graphic (on the previous page) is to indicate the intent of the strategy development process during the GGPNC Strategic Planning Session. The purpose of these guidelines is to suggest a framework for the Strategic Planning Session in order to facilitate the Group's ability, during that session, to articulate and propose substantive and measurable Missions and Objectives for the GGPNC over the next 12 to 18 months.

1. **Purpose and Mission.** These statements are defined in the GGPNC by-laws, and will serve as the basis on which the Group proposes Missions and Objectives, and in the context of which the Group discusses relevant challenges.

2. **GGPNC Measurable Mission (12-18 Months).** Based upon the GGPNC's defined Purpose and Mission, the Group will propose a comprehensive Measurable Mission for the GGPNC over the next 12 to 18 months. An example:

*It is the mission of the GGPNC to politically empower our neighborhood through intensive outreach efforts, and to ensure the effective delivery of city services and area improvements to our neighborhood.*

3. **GGPNC Board Objectives.** Based upon the GGPNC Measurable Mission, the Group will propose 4 to 8 specific, Measurable Objectives for the GGPNC Board, the accomplishment of which will advance the GGPNC Measurable Mission. The group will also define time frames for each of those objectives.

## **Strategy Development: Discussion of Proposed Session Guidelines (continued)**

4. **Standing Committee Objectives.** Since the standing committees are the vehicle by which the GGPNC accomplishes most of its work, each committee will be asked to articulate a Mission, and 3 to 5 specific, Measurable Objectives (with associated time frames), the accomplishment of which will advance the overall GGPNC Objectives.

Since time and resource constraints prevent the Group from addressing objectives for every one of the twelve standing committees during this session, the Group will take up two “case studies”: the Budget & Finance Committee, and the Rules & Elections Committee. The Group will propose a Mission, and three to five Measurable Objectives for each of these committees (consistent with the GGPNC Board Objectives), and associated time frames for those objectives.

5. **Challenges.** There are a number of challenges which have been identified by board members and stakeholders, as current and relevant to the GGPNC’s success. The Group will address those challenges as part of the process of defining a Measurable Mission and Objectives for the Board and for the standing committees.

6. **Ratification by the GGPNC Board.** The proposed Missions and Objectives adopted by the Group will be presented to the full GGPNC Board for ratification at the November GGPNC Board Meeting.

## Decision Making

**Definitions.** For the purposes of the GGPNC Strategic Planning Session, the “presiding officer” will be the facilitator, Steve Bornstein, and the Group will be the attending participants in the Session.

**Consensus.** Consistent with the spirit and intent of the GGPNC by-laws, the Group will attempt to achieve consensus on any proposed Mission, Objective, or other matter taken up by the Group.

The GGPNC by-laws define consensus as:

*A consensus is reached when the presiding officer senses that the majority of the [Group] supports a position or action and no member is so strongly opposed that the member cannot acquiesce in the position or action taken by the [Group].*

**Majority Vote Resolution.** In order to facilitate progress in the limited time allotted to the Session, the facilitator will also have available another mechanism defined in the GGPNC by-laws. In the event that consensus on a Mission, Objective, or other matter taken up by the Group is not reached, resolution will be achieved by a majority vote. The vote count will be recorded and presented to the GGPNC Board at the time that the Board is asked to ratify the proposals made by the Group in this Strategic Planning Session.

# **Appendix**

## **Excerpts from the By-Laws:**

Budget & Finance Committee  
Rules & Election Committee

**Budget and Finance Committee.** The Budget and Finance Committee shall prepare and submit to the Board for approval the annual budget of the Council.

**Rules and Elections Committee.** The Rules and Elections Committee shall review and recommend proposed amendments to these Bylaws, rules concerning the conduct of elections of District Representatives and selection of Designated Members of the Board, and rules of conduct of Council meetings.

# **City Budget Priorities**

## **Top Five Budget Requests for 2004 – 2005**

### **1. Parking Lot/Structure**

Through the over 250 surveys collected and through various public meetings, our neighbors have identified parking availability as the area of most concern and least satisfaction. The GGPNC supports the development of a new lot or structure in the Los Feliz Village area to increase available parking spaces for residents and customers of the area businesses. A new structure or lot will be self sustaining over time because of parking fees. Locations suggested by our neighbors and board are: Albertsons on Hillhurst (suggested shared use structure), the Post Office employee and truck lot on Vermont, property on or near Vermont (a current lot could be converted to a shared use structure).

### **2. Better Utilization of school facilities and improved city services in the immediate vicinity.**

We support Dual Use of School Grounds for recreation during non-school hours for community members and after school activities for students. School facilities and programs will need to be staffed with the appropriate security and supervisory needs. We request that city funds be allocated to support special zones around each school for: street and sidewalk repair, beautification and graffiti clean up, lighting, code enforcement, and other services that will improve the quality of life for students and neighbors. The neighborhood schools we think would benefit from this program are: Thomas Starr King Middle School, John Marshall High and the elementary schools, Franklin Ave. and Los Feliz Elementary. We support prioritizing city services resources in these school zones. This combined initiative of dual use support and special safety and beautification zones addresses our concern and desires for better street and sidewalk repair, additional beautifying projects, and the lack of specific recreation areas within the boundaries of GGPNC outside of Griffith Park.

### **3 Support the Griffith Park Master Plan and the Ad Hoc River Committee**

Our neighbors would like the city to monetarily support the finalization, funding and implementation of the Griffith Park Master Plan, and to support the Ad Hoc River Committee's work to improve the LA river through environmental initiatives, small parks, and better access. The Parks River and Open Space committee and the GGPNC have determined that these initiatives are important for the quality of life of everyone in Los Angeles City and County.

### **4. More Police**

GGPNC and Stakeholders want more police presence as measured by shorter police response times. As additional funds become available, we support Mayor Hahn's initiative to have an additional 350 additional officers on the street.

### **5. Homelessness**

The GGPNC and stakeholders recognize that Homelessness and related problems are a huge issue for the city and the quality of life for all of us. The GGPNC and Stakeholders would like the city to continue to find innovative ways to help with this issue. In particular, we would like to see the city fund an additional 2 staff members on the LAHSA Emergency Response Team or one of the other outreach teams identified by LAHSA within our region (for example: Los Feliz Village, Sunset Junction, Hollywood, and the Silverlake/Hyperion areas).

**Greater Griffith Park Neighborhood Council  
Review of October 18 Strategic Planning Session**

November 4, 2003

Version 1.2

GGPNC Strategic Planning Ad Hoc Committee  
Richard Spicer, Co-chair  
Kerry Hunnewell, Co-chair

# **Review Session Agenda**

## **1. Strategic Planning Session Review**

- Strategic Planning Handout
- Measurable Mission
- Situational Analysis
- Key Result Areas

## **2. Recommendations for Next Steps**

- GGPNC Board: Complete for each of four Key Result Areas
  - Deadlines
  - Deliverables
  - Responsibilities
- Standing Committees: Complete for each of twelve Standing Committees
  - Measurable Mission
  - Key Result Areas
  - Measurable Objectives and Related Strategies
  - Deadlines, deliverables, and responsibilities
- Review and Evaluation Schedule

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### **(continued)**

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- Lobby Day

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- Board Level
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- Review and Evaluation Schedule

## **1. GGPNC Purpose and Mission**

## **GGPNC Purpose**

From the GGPNC By-laws:

To improve and unify the diverse communities of the Greater Griffith Park area by promoting citizen participation in government at all levels and by encouraging citizens to advise City Government in accordance with the provisions of law cited in article I of the bylaws.

To participate as an advisory body on issues of concern to the stakeholders of the Council area as defined in these bylaws and in the governance of the City of Los Angeles.

## **GGPNC Measurable Mission**

*“GGPNC will be the best neighborhood council in Los Angeles at interactively communicating with our stakeholders, and at having successful outcomes in advising city government.”*

### Benchmarks over 18 to 24 months:

1. 500 valid email addresses (double the existing database) with similar efforts for other measurable communication vehicles.
2. Increase database from 2,000 to 3,600 contacts.
3. Hold two community meetings per year with 200 stakeholders at each meeting.
4. Ten Community Impact Statements per year.
5. Three community improvement projects or events.

## **2. Situation Analysis**

## **Guiding Principles**

1. Serve the public.
2. Be informed, then useful.
3. Communicate broadly.
4. Interest and engage the public.

## **Stakeholder Needs**

Residents (36,000): public/personal safety, peace and quiet, city services, easy parking, less traffic, integrity of neighborhood, quality education, paramedics, address geographic diversity, library service, solutions for homelessness.

Workers/Businesses (6-10,000): integrity of neighborhood, education/educated workforce, easy parking, less traffic, public safety, transportation, paramedics, beautification/street improvements, solutions for homelessness, newsstands.

Property owners (5-15,000): Integrity of neighborhood, easy parking, less traffic, maintain property values, beautification, quality of schools.

Non residents: traffic, parking, safety issues.

Park users: advocacy for sustainable uses in Griffith Park, preservation and enhancement, information, safety, parking and traffic.

Institutions: advocacy, neighborhood impact issues.

Education (8700 students – 50% residents): enhanced city services in school zones, increased recognition and support, safety.

## **Competitors/Partners**

1. City Council – CD 4 and 13
2. Franklin Hills Residents Association
3. Los Feliz Improvement Association
4. Mayor
5. Los Feliz Local Business Improvement Association
6. Renters Associations
7. Barnsdall Neighborhood Association
8. Barnsdall Art Foundation
9. Friends of Observatory
10. Friends of Ferndell
11. Environmental Groups – Audubon, Sierra Club, Friends of LA River
12. Los Feliz Estates
13. Friends of the Los Feliz Library
14. Bordering Neighborhood Councils
15. Equestrian Trail
16. The Oaks
17. Laughlin Park
18. GLAZA
19. Other

# Strengths and Weaknesses

## Strengths:

1. Formal access to City and information.
2. Greater geographic area.
3. More Diverse stakeholders.
4. \$ 50,000/year budget.
5. Opportunity to define future.
6. Great people.
7. Potential to ensure political support.

## Weaknesses:

1. Formal ties to city – not nimble, can't sue.
2. Greater geographic area.
3. More diverse stakeholders – larger issues/ less focus.
4. Only \$ 50,000 per year budget.
5. Uncertainly re: Brown Act requirements.
6. Need wins, credibility.
7. No defined structure.
8. Lack of support.
9. Public – disadvantage with private groups.
10. Multiple issues.

## **Unique Position**

1. We are the only truly democratic community organization that represents everyone, and has to be listened to by the Mayor and City Council.
2. No baggage – new / groundbreaking – we can define our future.

## **Top Four Communication Opportunities**

1. Revise personal surveys of general needs and priorities to make more systematic and broad.
2. Instant email surveys on specific issues (for example, transportation, secession, Toberman House).
3. Maintain and enhance website.
4. Newsletter for branding GGPNC and to advertise successes.

## **Top Four Service Opportunities**

1. Task oriented workshops.
2. Beautification projects.
3. Facilitate neighborhood watches/ block groups.
4. Lobby day at City Hall focused on budget priorities.

## **External Challenges**

1. Brown Act.
2. Ethics Ordinances.
3. Older organizations.
4. City departments slow in accepting neighborhood council role.
5. Apathy, complacency, other activities.
6. Language and cultural differences.

## **Internal Challenges**

1. Attrition - larger pool of active participants.
2. Change in leadership.
3. Meeting space.
4. Staffing.
5. Morale.
6. Throughput – infrequent meetings.
7. Competing visions.
8. Competing commitments.
9. Outreach.

### **3. Key Result Areas**

## Key Result Areas

1. **Outreach** (10 votes)  
*Next Action: Andrew to complete objectives, strategies and next actions by 11/13 for 11/18 Board meeting agenda.*
2. **High Visibility Achievement Projects** (8 votes)  
*Next Action: Cheryl to complete and forward objectives, strategies and next actions to Andrew by 11/13.*
3. **Receive and Process City Information** (5 Votes)  
*Next Action: Bruce to complete and forward objectives, strategies, and next actions to Andrew by 11/13.*
4. **Lobby Day - Prioritize 5 City Budget Priorities** (4 Votes)  
*Next Action: Charley to review with committee to complete and formalize objectives, strategies, and next actions.*
5. Effective Committees – Partner with Other Organizations (3 votes)
6. Ten Community Impact Statements per Year (2 Votes)
7. Ongoing Services – Task-oriented Workshop / Neighborhood Watch (2 votes)
8. Adherence to Guiding Principles (1 vote)

## **4. Implementation Strategies**

## **Strategies for Implementing Strategic Planning Priorities**

1. Reassess Key Result Areas.
2. Prioritize and share with committee chairs.
3. Avoid unrealistic deadlines.
4. Focus – no more scattering our energies.
5. Don't sweat the small stuff.
6. Be supportive of those out there doing things.
7. No more micromanagement – delegate authority – practice respect.
8. Revisit and assess progress.

**5. Key Result Area Working Groups:  
Measurable Objectives and Related Strategies**

## **Key Result Area: Outreach**

(Kerry Hunnewell and Andrew Westall)

1. *Objective:* Participation of 40 outside people at Board Meetings and an average of 15 participants at committee meetings.

### *Strategies:*

- Revamping and adding a new series of posting locations.
- More compelling issue-oriented email.
- Phone trees.

2. *Objective:* Identify 12 community organizations and establish single-point liaisons with each of them (2-way).

### *Strategies:*

- Identify organizations and prioritize.
- Appoint liaisons for 12 organizations; establish communication and counterparts.
- Sponsor informational meetings with all identified organizations.

## **Key Result Area: Outreach (continued)**

3. *Objective:* Find and implement 5 vehicles for reaching a minimum of 3,600 constituents to educate on issues affecting our quality of life.

*Strategies:*

- Direct mail / Leave-behind newsletter.
- Email newsletter.
- Website.
- Issue forums.
- Utilize local media / Public relations.

4. *Objective:* Find and implement 5 vehicles for the Public to participate in the political process.

*Strategies:*

- Letter and email writing campaigns.
- Lobby day.
- Organizing the public to attend city meetings.
- Interactive website.
- Surveys.

# **Key Result Area: High Visibility Achievement Projects**

(Cheryl Johnson)

## 1. Production of a GGPNC directory

*Description:* This directory will be professionally designed (with Bernadette Soter lending her graphics background and talents), with lists of helpful city services, organizations, businesses, schools, churches, art galleries, restaurants, cultural institutions and other amenities within our geographic boundaries. It will also include a map of the historical places of interest within our boundaries. It will be distributed at public facilities and businesses, and mailed--if budget permits.

*TimeLine and Responsibilities:* Bernadette has agreed to oversee the project and will explore printing costs. She will also assess what assistance she needs, and seek volunteers or provide specific assignments. She will be able to start putting together the book in January, and anticipates its completion by summer 2004. Bruce Carroll and Cheryl Johnson will collaborate on development of a map and description of the historical sites within our jurisdiction (on pullout or foldout map).

## 2. LA River Cleanup

GGPNC will hold a GGPNC-Cleanup-the-LA-River-Day in conjunction with other community groups. This event is already organized and calendared by other groups. Soter will advise on the scheduled date which is believed to be in June, and will enlist others to help on the publicity and arrangements. Charlie Mims is in charge of serving refreshments for the throngs of loyal GGPNC'ers that are expected to emerge for this event.

## **Key Result Area: High Visibility Achievement Projects (continued)**

### 3. Community Cleanup

We will adopt a two- or three-block "orphaned" and "blighted" area within our geographic boundaries, and bring our collective energies and resources to its refurbishment.

Two candidate areas have been suggested: 1) the Hollywood Boulevard area between Edgemont and Alexandria, and 2) the area around Sunset and Fountain. The object is to pick an area which is not the subject of significant attention or attachment from or by other local institutions or organizations, but which is a significant eyesore. Johnson is exploring the feasibility of the first specified area, while Kerr is examining the second. Anyone with other suggestions should forward them to Kerr and Johnson. By December, we should have settled on our final neighborhood makeover candidate.

### 4. Watch for the Big Bang Opportunity

We are all charged with maintaining a watchful vigil for a high visibility activity or issue for the GGPNC. Often these opportunities are presented by the need for opposition to some controversial proposed undertaking or project (like a proposed gas line under Los Feliz Boulevard, closure of the schools, secession, etc.)

## **Key Result Area: Receive and Process City Information**

(Bruce Carroll)

*Premise:* The failure of the City to fulfill the promise and premise of the Early Notification System, ENS. With few exceptions it can be regarded currently as the Essentially Nonexistent System.

*Objective:* To overcome this impediment, the group decided that GGPNC should have two strategies.

*Strategies:*

1. Each committee should compile a list of websites or other sources where the material that might give them advanced word of actions that might impact GGPNC territory can be found. Then, committee members should try to systematically collect relevant info on a timely basis.
2. The GGPNC, perhaps in concert with other neighborhood councils, all of which are facing the same massive search for their own needles in the City's haystack, should exert more pressure on the powers-that-be to actually create the envisioned, comprehensive ENS--a service that can be relied upon to provide the earliest possible information, clearly presented, relative to any contemplated actions, sorted by NC area.

## **Key Result Area: Lobby Day**

(Charley Mims)

At the GGPNC's recent Strategic Planning Retreat one of the adopted goals for 2004 was to lobby our elected officials to accomplish the five selected GGPNC goals for the City's 2004-2005 budget:

1. Creation of public parking in the commercial areas along Vermont Avenue and Hillhurst Avenue.
2. Create "service zones" in the immediate vicinity of schools to assure priority of service for street resurfacing, tree planting, sidewalk repair, street lighting, housing inspections and enforcement, enforcement of City ordinances, and Police services. Included within this school service zone concept would be multiple-use of school facilities.
3. Increased police service to be partially measured by reduced response times and community policing.
4. Fund two (2) additional positions in the Los Angeles Homeless Services Authority to be dedicated to the GGPNC area.
5. Support the Griffith Park master plan process including the planning for the Los Angeles River through the Griffith Park area.

## **Key Result Area: Lobby Day (continued)**

*Objective:* To achieve adoption of the GGPNC Budget Priorities by the City of Los Angeles.

*Strategies:*

Training. We will first hold training sessions for the GGPNC lobbying volunteers where they will be trained in how to best communicate with and lobby our elected officials.

General Lobbying. In addition to lobbying the Mayor's staff for our budget priorities we plan to lobby key Council members.

Specific Lobbying. Next, we plan to set up meetings with the two (2) Councilmen who represent the GGPNC area, Eric Garcetti and Tom LaBonge. Afterwards we will meet with other members of the City Council's Budget & Finance Committee. These meetings will be held when the Councilmen can meet with us. The meetings will be targeted for the month preceding the release of the Mayor's budget to the City Council.

Public Relations. As part of our "Lobby Day" we plan to hold a press conference and send out press releases to advertise our budget priorities.

Lobby Day. We will then hold our lobby day.

Follow-up. After lobby day, we will follow up with Council members whom we lobbied.

Measurement. And finally we will tally our successes in achieving our budget priorities.

## **6. Recommendations for Next Steps**

## Recommendations for Next Steps: Board Level

Establish deadlines, deliverables, and responsibilities for each of the four Key Result Areas, in conjunction with the relevant committees.

### Four Key Result Areas



Outreach

High Visibility  
Projects

City  
Information

Lobby Day

Deadlines

Deliverables

Responsibilities

<i>Objectives Strategies</i>	<i>Objectives Strategies</i>	<i>Objectives Strategies</i>
<i>Objectives Strategies</i>	<i>Objectives Strategies</i>	<i>Objectives Strategies</i>
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<i>Objectives Strategies</i>	<i>Objectives Strategies</i>	<i>Objectives Strategies</i>

## **Recommendations for Next Steps: Standing Committee Level**

Each Standing Committee, with the assistance of the Executive Committee if requested, will articulate for an 18 - 24 month planning horizon

- Measurable Mission
- Key Result Areas
- Measurable Objectives and Related Strategies for each Key Result Area
- Deadlines, deliverables, and responsibilities for each Objective and Strategy

Those deliverables should be submitted to the Executive Committee for review and refinement, and thereafter, to the full GGPNC Board for ratification.

This role for Standing Committees is consistent with

- GGPNC Board and Executive Committee resolutions on Strategic Planning;
- GGPNC Procedures for Standing Committees, adopted by the board;
- Recommendations of the GGPNC Ad Hoc Strategic Planning Committee;
- Ongoing work of several committees in this regard.

## **Recommendations for Next Steps: Review and Evaluation Schedule**

Every 4-6 months, each Standing Committee will prepare a report for the Executive Committee, evaluating and describing its progress toward its adopted Measurable Mission and Objectives.

Thereafter, the Executive Committee will review those reports, and in conjunction with the committee chairs, will present summaries and recommendations on the progress of the Standing Committees to the full board, for its approval.

Every 12-24 months, the GGPNC will engage in a Strategic Planning Process to

- Review the Council's overall progress toward its Measurable Mission and Objectives;
- Redefine new Measurable Mission and Objectives for the GGPNC as appropriate; and
- Support the Standing Committees in the development of new Measurable Missions and Objectives consistent with the Mission and Objectives of the GGPNC.