

Johnson Center Philanthropy Archives
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*Johnson Center for Philanthropy
Grand Valley State University
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Collection title: The Delta Strategy Records

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Location: Johnson Center Philanthropy Archives, Room 211

Collection number: JCPA-3

Date received: July 2009

Inclusive dates: 1996 - 2008

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The Delta Strategy Records, Johnson Center Philanthropy Archives of the Special
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Restrictions: N/A.

Organizational history:

1996 Fred Keller and other community leaders blend concepts of continuous quality improvement and healthy communities into an initiative named The Delta Strategy, housed at Grand Rapids Community College through a partnership with the Community Learning Enterprise.

1998 The first strategic planning session, Community Worksession, attracts nearly 300 people who spend two days in discussion of their visions for greater Grand Rapids, drafting goals for achieving visions, and thinking about how to measure and track progress.

Free, open-to-all “dialogue” workshops are held to help shape participants’ ability to listen carefully to each other, and learn positive techniques to communicate.

1999 The “Community Report Card” is unveiled.

- 2000 Strategic planning with staff and the executive team lead to the decision to create a multi-faceted, measureable demonstration project on reducing poverty.
- 2001 The first Dialogue Action Groups (DAGs) form based on the research of the Community Research Institute. The Delta Strategy articulates an organizational model and principles and employs them in DAGs to organize processes and identify outcome measures for each issue area.
- 2003 150 businesses, government, and human service leaders are engaged in seven dialogue teams.
- 2004 The Delta Strategy hosts its First Annual State of Our Community Breakfast Forum.
- 2009 The Delta Strategy closes its doors, leaving the Grand Rapids community with a legacy to continue the progress that has been made since its inception.

The Delta Strategy's mission was to build the capacity of our community to solve challenging and complex problems by engaging in The Delta Strategy community improvement process with people and organizations by seeking change.

The Delta Strategy served as a catalyst for social change by fostering community learning and problem-solving by empowering, planning, providing leadership, facilitation, and participation, coaching, consulting and/or training within Kent County, Michigan. Through facilitated conventions that encouraged cross-sector dialogue and collaboration, Delta Strategy's communal intervention led representatives from business, government and the non-profit sector to broadly-supported, innovative, and sustainable solutions.

According to an interview conducted on June 26, 2009 with Fred Keller, Founder of The Delta Strategy, the eventual conclusion of The Delta Strategy is attributable to the recognition of its impact within the community and understanding that its mission has been fulfilled. "We believe that the community now recognizes the value of the Delta Process and it is our goal to see if this can in fact be used throughout the community by the many trained facilitators that now have the ability to move the community to new heights."

Collection description summary:

The collection includes the organizational background files, financials, grant and donor files, team files, training and course materials, initiatives and programs, community research and publications, workforce development projects and digital materials.

Arrangement:

The collection is organized in 8 series: 1) Organizational background files, 2) Financials, 3) Grant and donor files, 4) Team files, 5) Training and course materials, 6) Initiatives & programs, 7) Community research and publications, 8) Workforce development projects 9) Artifacts.

Series descriptions:

Series 1: Organizational background files

Organizational background files document Delta Strategy's evolution, intended objectives and outcomes, principle values, and chronology throughout commencement and sustained operation. Files contain various articles examining leadership and communal impact, forms of correspondence, and brochures related to organizational framework.

Series 2: Financials

Financials document budgetary and federal/state tax information containing records of acquired monetary and/or in-kind contributions.

Series 3: Grant and donor files

Grant and donor files document charitable gifts received by Delta Strategy and the respective grant proposals and/or reports developed through philanthropic partnerships.

Series 4: Team files

Team files document the formation and operation of several committee-like "teams" within Delta Strategy's internal operating network. Files contain meeting minutes and membership/participatory notes.

Series 5: Training and course materials and publication

Training and course materials document conferences and capacity-building materials organized and produced by Delta Strategy. Publication, "Tools for Community Action A Resource Kit from The Delta Strategy."

Series 6: Initiatives and programs

Initiatives and programs document progress made through key programmatic areas including: economic self-sufficiency, the achievement gap in K-12 education, attracting minority youth to health care professions, juvenile justice, young women at-risk for delinquency, the Kentwood neighborhood issue, and infant health and mortality.

Series 7: Community research and publications

Community research and publications document surveys conducted within Greater Grand Rapids and work sessions that establish the "quality of life" indicators measuring progress sought and attained throughout the community.

Series 8: Workforce development projects

Workforce development projects document projects transforming Michigan into a 21st century global economy by equipping it with resources to overcome workforce, education, and economic barriers. Files highlight: Workforce Innovation in Regional Economic Development (WIRED), Southwest Organizations Unifying Resources for our Community & Employees (SOURCE), Michigan Regional Skills Alliance (MIRSA), and the State of Michigan Department of Labor & Economic Growth (DLEG).

Series 9: Memorabilia

The Delta Strategy Container List

Series 1: Organizational background files

Box

1

- Background
- Background/General Photos
 - 95 PowerPoint, CD
 - The Delta Strategy 2002 Summary, CD
 - Delta Strategy WGVU with Peter Ross, May 14, 2004, CD
 - Delta Strategy Promo, 2008, CD
 - Delta Strategy Highlight Tape, CD
 - General Overview Delta Strategy, CD
- Neighborhood Photos
 - IMC PowerPoint, Imagine Muskegon Citizen Design Workshop '03 – Hooker DeJong, CD
 - Pictures for Roosevelt Park presentation, CD
 - Delta Strategy Grand Rapids: Pictures, CD
- General Correspondence
- Early Work: Formation
 - Databases Delta Strategy
- News Clips
 - GRCC Delta Strategy October Newsletter, September 21, 2000; floppy disk
 - Delta Newsletter, June 2005; CD
- Media: News Articles, Website
 - WGVU-AM 1480 interview with Juan Olivarez, Diana Sieger, Penny Pestle, Paul Haan, October 9, 1998; CD & cassette
 - WOOD-AM 1300 interview with Juan Olivarez, March 4, 1999; CD & cassette
 - Sound Partners (2 discs) WGVU-AM 1480 Morning Show with Eddie Rucker, live broadcast from Park High School, May 11, 2000; CD & cassette
 - Lessons: Hurricane Katrina, September 15, 2005, Meg Wheatley, CD
 - Delta Strategies Meeting, December 5, 2007, Pts 1&2, CDs
 - The Delta Strategy (web design/s-drive structure), Quire Systems LLC; floppy disk
 - Steve Gunderson 20th Anniversary Leadership GR Lunch, speech; CD
 - The Delta Strategy web images; CD
 - Dr. Morse, Wed AM Pts. 1& 2, CDs
 - Delta Strategy Promo: Source, EITC, Lead Community Work session
- Brochures
- Miscellaneous documents (financials, photos, presentations, video link to Donna VanIwaarden speaking about the start of the Community Research Institute, etc.) – CD Rom

Series 2: Financials

Box #

1

- Financials
- Budget
- Tax ID Information
- Memberships Receipts Sent
- Donations
- In-Kind Donations
- Donations Receipts, 1998
- Donations (Prior to Memberships)
- Donation Sponsor Fee: Fred Keller
- Funders, 1999
- Funding, 2000-2003
- Funding Events, 2003
- Funding Events Peter Wege Open House - Photos
- Year End Letters

Series 3: Grant and donor files

Box #

1

- Awards Received
- Chautauqua Grant Proposal
- Consumers Energy Foundation
- Environmental Scanning Consortium
- Institute for Systemic Change: Workforce Development Cost Benefit Study
- Frey Foundation, 1997-1998
- Frey Budget
- The Gannett Foundation
- Grand Rapids Community Foundation
- Grand Rapids Community Foundation: Request for Funding, 1997
- Keller Foundation: Funding, 2000
- United Way Funding
- West Michigan College Consortium: Funding Letter
- W. K. Kellogg Foundation: Grants, 1997
- W. K. Kellogg Foundation: Request for Funding, 1999
- W. K. Kellogg Foundation: Brains Trust Meeting, 2001
- W. K. Kellogg Foundation: Grant, 2003
- W. K. Kellogg Foundation: Grant, 2004
- W. K. Kellogg Foundation: Site Visit, 2004
- W. K. Kellogg Foundation: Learning Corner Concept, 2005
- W. K. Kellogg Foundation: Grant, 2005
- W. K. Kellogg Foundation: Meeting, 2006
- W. K. Kellogg Foundation: Kellogg Action Lab, 2007
- W. K. Kellogg Foundation: Grant, 2007

- W. K. Kellogg Foundation: Final Report, 2007
- W. K. Kellogg Foundation: “Bridge” Grant
- W. K. Kellogg Foundation: Next Gen, 2010

Series 4: Team files

Box #

2

- Action Team
- Advisory Team Minutes, 1997-1998
- Advisory Team: Mailing & Focus group slideshow, 1998
- Advisory Team: Focus Group Slideshow-Results, 1998
- Advisory Team, 1999
- Advisory Team Minutes, 1999-2000
- Community Indicators Team, 1998
- Communications Team, 1998-2001
- Engagement Team, 1998-1999
- Dialogue Action Team: Northern Kent County Transportation
- ESL Dialogue Action Team, 2001-2002
- Facilitators Team, 2000
- Delta Facilitator/Positive Deviant Group
- Lean Education Action Team, 2005
- Process Team Minutes, 1997
- Process Team, 1998
- Process Team Minutes, 1999
- Process Team, 2000
- Skills Dialogue Action Team: Financial Literacy, 2002-2003
- Team Minutes & Notes, 2007-2008
- Employer Coalition
- Urban Cooperation Board
- Tool Kit Team
- Data Design Team, 1998

Series 5: Training and course materials and publication

Box #

2

- Academic Assembly, 1998
- Community Data Initiative
- Gcuster Conference – Grandnet
- Food System Network
- Basic Facilitator Workshop: Course Materials, 2003
- Facilitator Training: Course Materials, 2002-2003
- Facilitator Training: Course Materials, 2005-2006
- Facilitation: Kent Intermediate School Districts Superintendents, 1998-2005
- Facilitator Groups, 2001-2007
- Publication, “[Tools for Community Action, A Resource Kit from The Delta Strategy.](#)” Publication is organized into the steps used to solve problems with a checklist of other uses.

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- Area Forums, 1999
- Equality in Education
- Economy Forum, 2000
- Education Forum, 2001
- Community Forum on Obesity, 2004
- Girl Talk Forum, 2000
- Educational Forum, 2007
- Sustainable Families Forum, 2000-2001
- Forum-Group Discussion Guide
- Community Worksession, 1998
- Mini Worksession, 1998-1999
- Community Worksession, 1999
- Worksession Minutes, 1999
- Community Skill Building Workshop, 1999
- Data Identification Community Worksession, 1999
- Community Worksession: Infant Health/Mortality, 2000
- Community Worksession, 2000-2003
- Community Worksession: Community on the Move, 2005
- Worksession, 2006-2007

Series 6: Initiatives and programs

Box #

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- Economic Self-Sufficiency – The State of the Issue, Community Work Session, 2000
- Dialogue Group’s Feedback Reports, 2001
- Seniors Group Dialogue Session, 2001
- Daycare Dialogue Action Group, 2001-2002
- Childcare Dialogue Action Group, 2002
- Economic Roundtable, 2002

- Earned Income Tax Credit, 2002-2008
- Ex Offender Dialogue Action Group
- Ex Offender, 2002-2003
- Reentry Roundtable, 2005-2006
- Ex Offender Resource Fair Evaluations
- African American Task Force, 1999
- Cultural Diversity
- Hispanic Leadership Lunch, 2000
- Healing Racism, 1999
- Minority Student Healthcare
- Racial Justice Youth Summit, 2000-2003
- Summit on Racism, 2002-2003
- Poverty Retreat Report, 2001
- Reducing Poverty Initiative, 2001-2003
- Ruby Payne Poverty Presentation: Employer's Breakfast, 2001

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- Ready to Learn
- Ready to Learn Plan
- Ready to Learn Meeting Minutes
- Greater Grand Rapids Reads, 2004-2005
- Greater Grand Rapids Reads: Literacy Summit Evaluations, 2004
- Greater Grand Rapids Reads: Literacy Summit, 2005
- Greater Grand Rapids Reads, 2005 & 2008
- Grand Rapids Youth Master Plan
- Mayor's Youth Council Project, 2000
- National Philanthropy Day, 2002
- Grand Rapids Christian Schools, 2004
- Collegiate Network: Summer Volunteer Placement Summit, 2008
- Faith Trinity Lutheran Project, 2008
- Family Strengthening Coalition
- Virtual Grand Community Conference: Community Learning Strand, 1997
- Creating Community for a Lifetime Council: Meeting Minutes, 2005
- Change Makers Club
- Wyoming City Retreat, 2007
- Cross Cities Campaign
- GVMC Growing Communities Conference
- Growing a Connected Community, 1998
- Public Policy
- Bridges to Getting Ahead: Strategic Planning Session, 2007
- Building Organizational Outcome: Assessment, 2001
- Base of the Pyramid, 2007
- Urban Institute for Contemporary Arts

Series 7: Community research and publications

Box #

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- Data Snapshots of Greater Grand Rapids 1998
- 1st Annual Greater Grand Rapids Community Report Card Early Edition Oct. 8, 1999
- 1st Annual Greater Grand Rapids Community Report Card, Nov. 1999 English and Spanish
- 2nd Annual Greater Grand Rapids Community Report Card, Oct. 2000
- 3rd Annual Greater Grand Rapids Community Report Card, 2001-2002 English and Spanish
- 2001 Greater Grand Rapids Community Survey Results Sept. 10, 2001
- 4th Annual Greater Grand Rapids Community Report Card 2002-2003
- 2002 Greater Grand Rapids Community Survey Results Jan. 27, 2003
- Indicators
- 6th Annual Kent County Community Report Card 2004-2005
- Seventh Annual Community Counts The 2005/2006 Community Report Card
- 2nd Annual State of the Community Breakfast June 23, 2005
- 2008/2009 Community Counts Community Report Card

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- Kent County Coalition Study
- Lowell High School Teacher/Student Survey, 1997
- Economic Sustainability Survey
- Survey Collaboration, 2001
- Greater Grand Rapids: Quality of Life Survey, 2000
- Greater Grand Rapids Community Vision Survey

Series 8: Workforce development projects

Box #

7

- Employer Practices Dialogue Group: Health Field Subgroup, 2002-2007
- Health Career Pathways Initiative: Proposal, 2006
- Health Career Pathways Initiative, 2005-2007
- Michigan League for Human Services
- Manufacturer's Council: Workforce Development System, 2003
- Kalamazoo Poverty Reduction, 2004
- Discovery & Best Practices, 2006
- Employee Retention Presentations
- Employer Practice Guide: "Best Practices: Workforce Development"
- Employer Practices Dialogue Group
- The SOURCE
- SOURCE Open House, 2003
- MIRSA & DLEG

8

- Creating the 21st Century Workforce: Developing Regional Strategies
- Creating a 21st Century Workforce: Consulting Project, 2006

- Work First Program, 2004
- WIRED

Series 9: Memorabilia

Box #

8

- 1 Tote Bag