COMMUNITY

FOODWORKS

STRATEGIC PLAN

2019 ~ 2021
OUR VISION

We believe in a food system where natural and human resources all along the value chain are treated with respect and dignity.

MISSION STATEMENT

Pioneering strategies for an equitable and resilient community-based food system.
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<tr>
<th>INTEGRITY</th>
<th>TRANSPARENCY</th>
<th>LEADERSHIP</th>
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<tbody>
<tr>
<td>Community Foodworks intentions and actions will be honest and truthful. We act within the parameters of agreements and contracts to deliver on our commitments; we follow through, do not over promise or under deliver. We take pride in strong internal governance and believe it is a requisite for the success of our organization and achievement of our mission.</td>
<td>Our commitment to transparency guides the way we operate and communicate internally as well as with our patrons, donors, and partners. Having clarity around our mission informs when we embark on new projects versus take on partnership or offer a support. We value directness, both in our program offerings and outcomes as well as our internal structure. Decision-making is visible and open for discussion. We value and expect transparency from our staff and stakeholders.</td>
<td>Staff and board members believe in Community Foodworks’ vision and mission and drive them forward with passion. We strive to cultivate a work environment where our staff feels empowered to spearhead new initiatives and proudly own the results. We are focused on working as a team toward the organization’s goals instead of personal ideas and accomplishments. Employees celebrate one another’s successes and look forward to taking those successes to the next level together.</td>
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<td>COLLABORATION</td>
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<td>We believe in building strong partnerships with those who share our values and vision. We team up with partners of complementary strengths and interests to accomplish mutually beneficial outcomes, valuing our respective roles and being direct in our communications. We believe in building a diverse workplace defined by productive collaboration.</td>
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<td>INNOVATION</td>
<td>PROSPERITY</td>
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<td>Community Foodworks’ staff and board members use their expertise, imaginations, observations, and insights to drive innovation for our programs and processes. We embrace mistakes as part of the path toward new solutions. We strive to cultivate an environment of diverse perspectives and experiences that fosters sharing and constant iteration toward our goals.</td>
<td>We value time, resources, and talent and demonstrate our commitment through our programs, wages, and vision. We are driven by the belief that rural and urban communities can grow and prosper together.</td>
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In recent years both CFW programs and budget have experienced rapid and significant growth. In the next three years, we expect to stabilize operations to support the increasing requirements of an organization with multiple partnerships and programs.

Develop Human Capital: We will continually strengthen the recruitment, retention, and professional development of highly effective staff by: Improving the hiring and on-boarding process for all employees; maintaining a low staff turnover; providing professional development to build skills that align with the goals identified in this strategic plan; ensuring staff has opportunity for growth within the organization. We plan to maximize our program workforce by employing and supporting professional development for individuals from the neighborhoods we serve. We believe in fair wages, and pay competitive salaries compared to the average in this food industry.

Communications: We will develop a communications strategy designed to help us achieve our overall organizational objectives, engage effectively with stakeholders, demonstrate the success of our work, ensure people understand what we do, and change behavior and perceptions of local food.

Board Development: CFW will structure the Board of Directors for increased productivity: We will work to create an effective board, committed to the mission and skilled in governance to provide focus, direction, and resources to the organization. We will make a significant effort in professionalizing the board by: recruiting board members with the necessary qualifications; developing board members so that they become strong organization leaders, and sustaining board members’ interest and commitment.
Community Foodworks will continue diversifying its revenue streams in order to achieve greater financial stability and resilience.

Increase earned income through retail commercial activities: CFW will work to increase overall sales at farmers markets as a way to increase the income generated from market management. Similarly, we will look to increase the retail portion of our Market Share CSA program that has emerged as a compelling option for individuals that want to support local agriculture that also offer equitable options.

Diversify philanthropic sources and foster long-term funding relationships: Rather than chasing dollars, we will adhere to our mission and seek donors who believe in our programs and projected outcomes. We will build partnerships with philanthropic organizations, government agencies and corporations to build a sustainable relationships that will distribute funding risk.

Invest in long-term development capacity to meet the increasing demand of the communities we serve while working in a crowded ecosystem of providers.

- Individual giving - increase individual giving to 5% of organizational budget
- Fundraising events - host one event per year; conduct at least one and up to two online giving campaigns per year
- Proposal submissions - increase number of submissions by 15% annually.

Improve and implement transparency and credibility by strengthening our financial policies and internal controls. We will seek external certifications with high standards from organizations such as Charity Navigator, Charity Watch, and Gold Star.
Community Foodworks will strive to be a conduit for partnership in the region:

We will dedicate resources for regular and committed participation in regional multi-organizational bodies, such as DC Food Policy Council, Fairfax Food Council, DC FreshMatch, VA FreshMatch, Local Food Distribution Working Group, among others.

We will create and stabilize the Greater Washington Farmers Market Association (GWFMA) by: acting as the fiduciary to GWFMA; managing administration of and logistics for opportunities for regional collaboration on behalf of GWFMA; and seeking funding sources to bring internal capacity to GWFMA.

We will share expertise with regional institutions and partners who share a vision for an equitable and resilient food system.

We will create replicable systems and resources that facilitate commercial success for farmers and producers via farmers markets and food hubs.

We will maintain and support the adoption of strong data collection methods that facilitate evaluation to assess outcomes and impact for marginalized individuals and institutions.
### Logic Framework

**Goal + Mission**

Create an equitable and resilient community-based food system.

**Outcomes**

Direct-to-consumer, subscription, and wholesale channels for local food are reliable, easy-to-use, and inclusive.

**Outputs**

Individuals and organizations enroll in our programs, diversifying revenue for farmers, creating food jobs, and making food accessible and affordable for vulnerable communities.

**Impacts**

Well established farmers markets, food incentives, and local food distribution programs.

**Objectives**

- Long term sustainability of program innovations.

**Indicators**

- Satisfaction among clients, partners, and farmers.

**Assumptions**

- CFW’s innovative strategies offer an improved solution to existing local procurement options for urban community institutions and small regional producers.

- CFW has: 1. flexibility to pilot new approaches to make local affordable and accessible. 2. close partnerships with organizations that seek solutions for incorporating local food in their programs; 3. a regional presence that allows us test a new model in different scenarios.

- 1. CFW will be able to create strong partnerships with regional farmers to facilitate high levels of access for urban institutions and communities. 2. CFW will distribute food and incentives efficiently.

- CFW will secure sufficient resources, attract qualified and talent staff, and build internal capacity to implement programs.
Contact Us

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