



Our Vision

One day all people will be powered by food that sustains the environment, reinvests in local economies and improves well-being and health.

Our Mission

DC Greens supports food education, food access and food policy to advance food justice in the nation's capital.

We do this by:

- Focusing on transformational changes at the systems-level
- Building bridges between government, private sector, communities and non-profits
- Developing advocacy channels to amplify marginalized voices
- Curating best practices and leveraging existing infrastructure
- Responding to community needs
- Providing thought leadership

Strategic Priorities & Activities

1. Embed food access and education as a priority for the government of the District of Columbia
2. Build pathways for leadership, ownership and decision-making for those most impacted by inequalities in our food system
3. Cultivate culturally relevant and dignified spaces for people to grow, access and purchase food
4. Provide inputs into larger networks of food system change
5. Formalize internal processes and increase transparency in our work
6. Create a stronger and more varied supporter network

In our effort to advance food justice in the nation's capital, DC Greens will devote our organizational energy and capacity to meet the following strategic goals over the next three years:

1 Embed food access and education as a priority for the government of the District of Columbia

- Institutionalize champions for food education at every school
- Work to elevate food as a priority within DCPS under the new Chancellor and build a collective recognition that in a high-poverty city, school food is a food access issue
- Solidify municipal budget investments in healthy food access, moving the city away from annual uncertainty towards a baseline expectation of investment
- Integrate healthy food access into preventative care in clinical settings across the District, and leverage partnerships with health care provider networks for long-term sustainability
- Work with other food-based nonprofits to move the city towards large-scale, synchronized investments within and across agencies
- Bolster the DC Food Policy Council to increase its reach and strength within current and future administrations
- Present and publish to raise the profile of Washington, DC's progressive policies and investments in healthy food access and education

2 Build pathways for leadership, ownership and decision-making for those most impacted by inequalities in our food system

- Create effective channels for people experiencing food injustice to guide decision-making across sectors (e.g., government agencies, local grocers, local developers, health care providers, etc.)
- Expand community engagement in questions of food justice, through increased food literacy and advocacy training
- Develop leadership pathways within our local food system for individuals and community groups most directly impacted by food injustice
- Build diversity of experience and equity into our organizational leadership pipeline
- Promote diversity within our Board of Directors
- Formalize a Community Advisory Council to guide and inform our work

What is Food Justice?

To advance food justice is to recognize and address the structural inequalities in our food system. The work of creating a just food system shifts power and knowledge to community members so that they can exercise their right to grow, sell and eat healthy food at all times. We believe that healthy food is fresh, nutritious, affordable and culturally appropriate. It is grown and distributed with care for the well-being of people, animals and the environment. People practicing food justice leads to an equitable local food system, self-reliant communities and a healthy environment.

3 Cultivate culturally relevant and dignified spaces for people to grow, access and purchase food

- Bolster farmers' market spaces in under-resourced areas to ensure that they are meeting community needs
- Encourage an expansion of healthy offerings at corner stores to meet community demand
- Enable the use of food incentives at grocery stores, broker improved relationships between grocery store ownership and community patrons, and advocate for expanded city support for grocery options
- Work with DCPS and city agencies to create Good Food Purchasing benchmarks that improve the quality, sustainability and equity of our procurement practices
- Provide continued policy support to ensure that urban agriculture legislation and regulations benefit community members

4 Provide inputs into larger networks of food system change

- Build a framework to provide guidance and support to regional partners seeking to replicate successes from our work

- Contribute to the national effort within the health care sector to address healthy food access by presenting and publishing on our successful partnership with AmeriHealth/DOH
- Offer insights from Produce Plus to the USDA and to national networks working on healthy food incentives to suggest alternate approaches that increase customer dignity
- Actively engage in Chesapeake Foodshed Network
- Act as a conduit between the National Farm to School Network and local partners engaged in Farm to School activities
- Establish processes for accountability, feedback, and support in goal attainment
- Build internal feedback loops to improve information sharing and communication channels, including the transmission of institutional knowledge
- Create a clear strategy for external communication
- Integrate evaluation processes for all programs
- Create a succession plan to ensure maximal organizational stability

5 Formalize internal processes and increase transparency in our work

- Evaluate organizational structure and project teams to ensure maximum program impact, while building career pathways and professional development opportunities.
- Codify internal decision-making processes, and clarify roles and responsibilities for all staff

6 Create a stronger and more varied supporter network

- Formalize a professional volunteer system, with clear pathways for involvement
- Increase individual and corporate donor base to ensure organizational stability
- Deepen the engagement of our supporters in food justice work
- Increase board engagement around development and recruitment of professional support

Strategic Flexibility

Given the nature of our work, and the rapidly shifting local and national context around food education, access and policy, it will be necessary for us to remain flexible and responsive to current conditions as we execute this strategic plan. However, we will keep our responsiveness from being reactionary through a careful process of assessment:

- 1. Does the opportunity hold a possibility of system change?** Our work is focused on culture-shift. We believe our resources go farther and impact more people when we focus on the macro-level. While we may sometimes need to engage in micro-level work to demonstrate proof of concept, we must always ensure it is walking us towards larger systems-level goals.
- 2. Does the opportunity meet the “how” of our mission?** There are many approaches to the work of food justice. Does this opportunity build cross-sector bridges? Does it allow us to amplify marginalized voices, leverage existing infrastructure, curate best practices, respond to community needs, or provide thought leadership? If not, we should help find an appropriate local partner to do the work – matchmaking is a part of our role too.
- 3. Do we have the necessary capacity?** Historically, DC Greens has taken on projects without sufficient internal capacity, and has stretched employees thin as we strive for excellence in spite of the conditions. Going forward, we will only agree to projects that can be reasonably staffed, or projects with sufficient funding to allow us to staff up appropriately. Additionally, when opportunities arise to join larger food system conversations, we will always check to make sure that our expertise is in line with the opportunity before agreeing to move forward.

Core Values

DC Greens' values are at the heart of our work. These values reinforce each other, and are never practiced in isolation. We strive to align all of our work – both external and internal – to these values, and believe they are central to accomplishing our mission and vision.

COLLABORATION.

We value collaboration over competition and enter every relationship looking for common ground.

INTEGRITY.

We believe that change moves at the pace of trust, and that we must work diligently to earn and maintain trust in every relationship. This includes being transparent and accountable, conducting ourselves with integrity, being responsive to needs, and treating others with compassion.

CREATIVITY.

We believe that a measure of creativity is necessary to find new solutions to old problems. While we are pragmatic in our approach, we value outside-the-box thinking, bringing equal measures of optimism and creative visioning into our work.

SUSTAINABILITY.

We believe that large-scale system change can only occur with sustainable solutions. We value sustainability in all of its meanings – seeking to engender change that is both environmentally sound and that shifts cultural priorities so that structures are put in place to support the work into the future.

EQUITY.

We believe that our work can play a role in dismantling structural oppression. We value the perspectives and experiences of all people, and respect all forms of knowledge. We will work to ensure that marginalized voices are at the table and that their voices inform our work.

In the coming years and beyond, we will approach our work with both tenacity and patience, recognizing that large-scale systems change takes time. We will celebrate small victories along the way, but never lose sight of our vision for a just and equitable food system.



dcgreens

2017-2019 STRATEGIC PLAN

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