

# Washington D.C. GFPP Coalition 2021-2022 Strategic Plan



# Washington D.C. GFPP Coalition 2021-2022 Strategic Plan

## Contents

Introduction .....	2
GFPP Overview.....	2
GFPP in Washington D.C. ....	3
D.C. GFPP Coalition Five-Year Strategy .....	3
D.C. GFPP. Coalition Vision.....	4
D.C. GFPP Coalition Mission .....	4
Strategic Objectives .....	4
The Roles of the Coalition .....	6
Advise Institutions .....	6
Advocate for Policy Change .....	8
Engage Communities .....	9
Impact of COVID-19 .....	11
Strategic Plan Updates.....	12

## Introduction

The purpose of this document is to convey the strategic direction of the Washington D.C. Coalition of the Good Food Purchasing Program (GFPP).<sup>1</sup> This strategy was developed based on three key tenets:

1. This strategy reflects the **direction of the Coalition as a collective entity**, unique from each of the individual representatives that comprise the Coalition.
2. This strategy was **developed by the Coalition, for the Coalition**.
3. This strategy is a **living document** that will continue to evolve as the Coalition's priorities and realities change.

### *GFPP Overview*

The Good Food Purchasing Program is a national program administered by the Center for Good Food Purchasing (CGFP). The program focuses on improving communities through food purchasing. It is built upon five values:

1. **Local Economies:** "Support small- and mid-sized agricultural and food processing operations within the local area or region."<sup>2</sup>
2. **Environmental Sustainability:** "Source from producers that employ sustainable production systems that reduce or eliminate synthetic pesticides and fertilizers; avoid the use of hormones, routine antibiotics and genetic engineering; conserve soil and water; protect and enhance wildlife habitats and biodiversity; and reduce on-farm energy and water consumption, food waste and greenhouse gas emissions; and increase menu options that have lower carbon and water footprints."<sup>3</sup>
3. **Valued Workforce:** "Provide safe and healthy working conditions and fair compensation for all food chain workers and producers from production to consumption."<sup>4</sup>
4. **Animal Welfare:** "Provide healthy and humane care for farm animals."<sup>5</sup>
5. **Nutrition:** "Promote health and well-being by offering generous portions of vegetables, fruit, whole grains and minimally processed foods, while reducing salt, added sugars, saturated fats, and red meat consumption, and eliminating artificial additives. Improving equity, affordability, accessibility, and consumption of high quality culturally relevant Good Food in all communities is central to our focus on advancing Good Food purchasing practices."<sup>6</sup>

GFPP has been implemented in cities across the country, including but not limited to Boston, Los Angeles, Austin, Buffalo, Chicago, and Cincinnati. Since its inception, public institutions have begun investing a total of nearly \$120 million annually towards the five values of the

---

<sup>1</sup> Hereafter, the Washington D.C. GFPP Coalition will be referred to as "The Coalition" in this document

<sup>2</sup> <https://goodfoodpurchasing.org/program-overview/#values>

<sup>3</sup> Ibid

<sup>4</sup> Ibid

<sup>5</sup> Ibid

<sup>6</sup> Ibid

## Washington D.C. GFPP Coalition 2021-2022 Strategic Plan

GFPP.<sup>7</sup> These contributions reflect widespread commitment to the tenets of the program, commitment that is evident in the implementation of GFPP in Washington D.C.

### *GFPP in Washington D.C.*

The Washington D.C. GFPP Coalition was founded in 2016, and is comprised of over 20 D.C. public, private, and non-profit groups dedicated to improving food purchasing across the District. The Coalition grew out of the publication of the Sustainable D.C. Plan, which focuses on transforming Washington D.C. into the “healthiest, greenest, most livable city in the U.S.” over the next 20 years.<sup>8</sup> The Sustainable D.C. Plan outlines the following goals:

1. **Local Food:** “Bring locally-grown food within a quarter mile of 75% of the population.”<sup>9</sup>
2. **Sustainability:** “Cut citywide greenhouse gas emissions by 50%.”<sup>10</sup>
3. **Workforce:** “Increase by 5 times the number of jobs providing green goods, services, fair wages and working conditions.”<sup>11</sup>
4. **Health:** Cut citywide obesity rate by 50%.<sup>12</sup>

In its pursuit of these and other goals, the Council of the District of Columbia approved the long-term implementation of GFPP standards in 2018 as a part of The Healthy Student Amendment Act.<sup>13</sup> The bill aims to improve the health and wellness of D.C. students by implementing GFPP throughout District of Columbia Public Schools (DCPS), making DCPS the first school system on the East Coast to implement the program.<sup>14</sup>

## D.C. GFPP Coalition Five-Year Strategy

This section outlines the mission, vision, and objectives of the Coalition. This strategy was developed over three strategic planning sessions facilitated by a team of volunteers from Deloitte Consulting LLP between September 2019 – March 2020. The volunteers served as impartial, agnostic guides helping the Coalition navigate the strategic planning process and organize the outputs of that process. Per the guiding principles of this effort, the resulting strategy captured below was developed by and for the Coalition.

This strategic plan includes the following key components:

- Vision and Mission
- Strategic Objectives
- Coalition Roles

---

<sup>7</sup> <https://goodfoodpurchasing.org/impact/>

<sup>8</sup> <https://goodfoodcities.org/portfolio/washington-dc/>

<sup>9</sup> Ibid

<sup>10</sup> Ibid

<sup>11</sup> Ibid

<sup>12</sup> Ibid

<sup>13</sup> <https://goodfoodpurchasing.org/press-release-d-c-public-schools-to-become-first-on-east-coast-to-adopt-good-food-purchasing-program/>

<sup>14</sup> Ibid

## Washington D.C. GFPP Coalition 2021-2022 Strategic Plan

- Short-, medium-, and long-term action planning

### D.C. GFFP. Coalition Vision

#### *Washington D.C. GFPP Coalition Vision Statement*

**Washington D.C. harnesses the full power of its food purchasing to build a healthier, equitable, thriving, and sustainable future for all.**

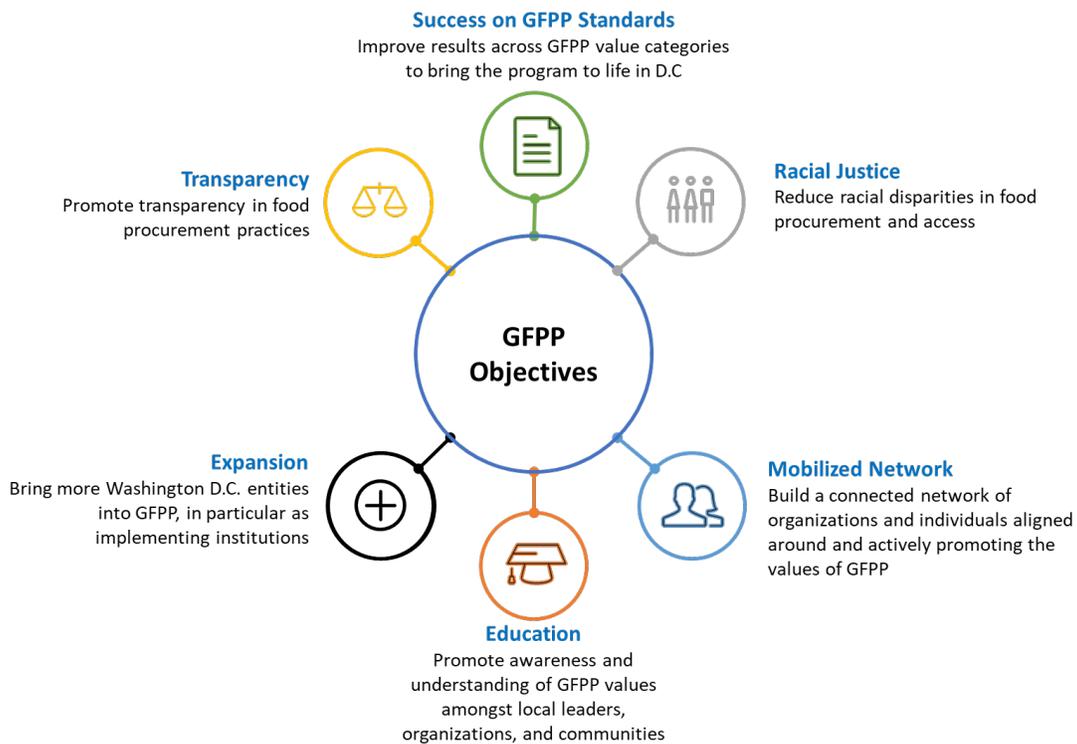
### D.C. GFFP Coalition Mission

#### *Washington D.C. GFPP Coalition Mission Statement*

**Engage stakeholders, provide expertise and advocate for transparency and policy change to advance the ability of D.C. institutions to implement GFPP standards and advance the values of nutrition, environmental sustainability, fair labor, local economies, racial justice, and animal welfare through food purchasing.**

### Strategic Objectives

In order to realize its ambitious vision and mission, the Coalition will focus its efforts on achieving five key strategic objectives.



### Racial Justice



Food justice is racial justice. This Coalition seeks to embed and uphold this objective within all other objectives and actions taken by this Coalition. The Coalition is committed to leveraging food purchasing to invest in and serve DC's BIPOC communities. As the Coalition moves forward with advancing GFPP implementation, it will

## Washington D.C. GFPP Coalition 2021-2022 Strategic Plan

work to expand access to food that meets GFPP standards and increase market access for BIPOC farmers and suppliers. Furthermore, this Coalition will work to ensure that its membership is representative of those community members that are most impacted by the GFPP program (including BIPOC food service workers, farmers, participants in institutional meal programs, students, etc.).

### Transparency



The Coalition recognizes that transparency in food procurement has the potential to promote shared accountability and enable meaningful participation in the food procurement process, which can promote successful implementation of GFPP in D.C. The Coalition will seek to work collaboratively with DC institutions and policy makers to identify and act on opportunities to increase transparency in food procurement, including procurement processes as well as the outputs of those processes.

### Success on GFPP Standards



The Coalition was initially launched to help DCPS and other future GFPP implementing institutions in D.C. reach the highest possible level of success across GFPP standards. The Coalition is eager to continue playing this role by lending its range of expertise and skillsets to help implementing institutions find ways to achieve success across all GFPP value categories and bring the ultimate vision of GFPP to life across Washington D.C.

### Expansion



While DCPS is the current focus of GFPP implementation in Washington D.C., the Coalition recognizes the potential to bring the benefits of the program to a larger portion of the D.C. community. The Coalition is committed to expanding GFPP to additional Washington D.C. institutions, both public and private, by engaging those institutions about signing-on to GFPP implementation and supporting their implementation efforts.

### Education



Building awareness and understanding of GFPP values is critical to successfully advancing implementation in DCPS and expanding to other DC institutions. The Coalition seeks to educate and communicate to local leaders, policymakers, institutions, and community members about the five categories of GFPP standards, to ensure a broader network is informed about and has the opportunity to get involved in our work to advance values-based food procurement in Washington D.C.

### Mobilized Network



In order to realize the unique vision for the GFPP program in D.C., the Coalition is committed to engaging the broader network of local leaders, institutions, and key stakeholders. From DC public and charter school teachers, parents, and students to local farmers and food workers, the Coalition will work to engage and activate key stakeholders in the shaping and success of GFPP in the District. The Coalition will endeavor in achieving this objective to engage and empower BIPOC communities.

### The Roles of the Coalition

The Coalition is uniquely positioned to be a powerful vehicle for advancing GFPP adoption in the District. In order to maximize its impact on the D.C. community, the Coalition has identified three key roles that it as a collective body can play in order to achieve its strategic objectives. These roles are defined below, along with specific short-, medium-, and long-term actions the coalition can take to move forward with these roles.

1. **Short Term:** actions to take within the next six (6) months.
2. **Medium Term:** Actions to take within the next year.
3. **Long Term:** Actions to take within the next five years.

Given that this strategy is a living document, these actions can and should be revisited as the Coalition moves forward and makes progress on its strategic objectives.



### Advise Institutions

#### Overview

The Coalition brings together a wide range of organizations that have expertise in the fields of farming, food quality, sustainability, food procurement, protecting workers' rights, health and safety, animal welfare, economic development, public policy, and more. The membership of the coalition will continue to evolve, with a special focus on incorporating groups and individuals

## Washington D.C. GFPP Coalition 2021-2022 Strategic Plan

representing marginalized communities who can offer perspective and expertise. As a result, the Coalition is in a prime position to advise Washington D.C. institutions involved in implementing GFPP standards on how to continue to improve metrics and strengthen results across value categories, as well as other Coalition priorities, in particular racial justice. This includes implementing institutions such as DCPS, as well as suppliers and other stakeholders.

### Action Plan

This section outlines actions for the Coalition’s role in advising institutions. It lists specific steps that the Coalition can take in the short-, medium-, and long-term, while indicating the alignment of those actions to the Coalition’s strategic objectives.

<b>Short-Term Actions</b>						
<b>Activity</b>	Transparency	Expansion	Education	Mobilized Network	Success on Standards	Racial Justice
Inventory the capabilities and knowledge of Coalition members, to understand what advice the Coalition is well-positioned to provide						
Gain a greater understanding of the Washington D.C. food procurement process, including changes as a result of the COVID-19 pandemic						
Develop plan for advising institutions involved in GFPP implementation, including the Coalition members who will provide specific areas of expertise, and audience for advising efforts (including those who have been engaged to-date)						
Identify topics to engage GFPP Coalitions in other cities on to identify best practices and lessons learned						
<b>Medium-Term Actions</b>						
<b>Activity</b>	Transparency	Expansion	Education	Mobilized Network	Success on Standards	Racial Justice
Facilitate a goal-setting session with representatives from DCPS to determine objectives for Coalition advising role						
Determine feasibility of creating an advisory task force, and identify members for that task force						
<b>Long-Term Actions</b>						

## Washington D.C. GFPP Coalition 2021-2022 Strategic Plan

Activity	Transparency	Expansion	Education	Mobilized Network	Success on Standards	Racial Justice
Conduct assessment to determine progress of the Coalition on plan for advising institutions on GFPP implementation						
Facilitate goal-setting and action planning with institutions and vendors involved in GFPP implementation						

### *Advocate for Policy Change*

#### Overview

Achieving the Coalition’s Strategic Objectives will require policy actions and resource investments by D.C. public and private institutions. As such, the Coalition and its members will work with policymakers and the community to collaboratively support policy changes that expand the number of institutions that adopt the GFPP, improve institutional GFPP scores across all value categories, and that otherwise improve procurement practices in the District in a way that benefits all communities.

#### Action Plan

This section outlines actions for the Coalition’s role in advocating for policy change. It lists specific steps that the Coalition can take in the short-, medium-, and long-term, while indicating the alignment of those actions to the Coalition’s strategic objectives.

Short-Term Actions						
Activity	Transparency	Expansion	Education	Mobilized Network	Success on Standards	Racial Justice
Advocate to maintain current funding levels for school food in DC to support DCPS’ implementation						
Secure a meeting with D.C. Department of Parks and Recreation (DPR)						
Explore potential for funded pilot projects to engage farmers of color on GFPP and provide procurement opportunities						
Determine the metrics that will be used to determine success across Advocacy efforts						

## Washington D.C. GFPP Coalition 2021-2022 Strategic Plan

Where needed, connect with other localities to learn about their implementation strategies, best practices, and lessons learned						
<b>Medium-Term Actions</b>						
Activity	Transparency	Expansion	Education	Mobilized Network	Success on Standards	Racial Justice
Depending on short-term progress identifying pathways to increase sourcing from BIPOC producers, Introduce legislation - or identify another policy vehicle - to implement identified policy/secure needed funding.						
Introduce legislation in the DC City Council to generally adopt GFPP with best practices across all agencies						
Facilitate presentation on food procurement and GFPP for other DC government agencies, starting with DPR						
Depending on short-term progress with DPR, push for City Council allocation in DC budget for a DPR baseline assessment, and work with DPR to set a timeline for the assessment						
Determine next steps for achieving higher reimbursement for GFPP meals						
<b>Long-Term Actions</b>						
Activity	Transparency	Expansion	Education	Mobilized Network	Success on Standards	Racial Justice
Achieve GFPP adoption at all DC government agencies						
Support DCPS becoming a gold star GFPP Implementer						
Make sure GFPP achieves racial justice parity in implementation						

### *Engage Communities*

#### *Overview*

It is essential that the Coalition engage and be informed by the range of communities involved in and impacted by food procurement in D.C. The Coalition’s goal will be to facilitate bidirectional

## Washington D.C. GFPP Coalition 2021-2022 Strategic Plan

and ongoing dialogue between the Coalition and key stakeholders (including students, parents, farmers, food service workers, etc.) to better understand their current/changing needs and perspectives while also sharing information about the GFPP and Coalition priorities and efforts. The Coalition will work to ensure that engagement activities are reflective of the COVID-19 crises and, as such, will prioritize engaging BIPOC stakeholders who have been most negatively impacted (both by COVID and by inadequate procurement policies). The hope is to create a sustained movement that can heighten multi-stakeholder awareness of each other’s concerns in a manner that builds trust and solidarity, and thereby improves the likelihood of ongoing successful GFPP adoption and implementation.

### Action Plan

This section outlines actions for the Coalition’s role in engaging communities. It lists specific steps that the Coalition can take in the short-, medium-, and long-term, while indicating the alignment of those actions to the Coalition’s strategic objectives.

<b>Short-Term Actions</b>						
Activity	Transparency	Expansion	Education	Network	Standards	Racial Justice
Meet with Coalition leads from other GFPP cities to learn about their community engagement successes and challenges.						
Complete constituent mapping to identify and prioritize key stakeholder groups that the coalition will engage as well as the objectives and/or questions the coalition seeks to answer by engaging each group.						
Support the National Center for Good Food Purchasing and Real Food Media in the creation and dissemination of GFPP educational materials for students and other stakeholders.						
Launch the School Food Collaborative’s “Elevate Student Voice in School Meals” Campaign for the 2020/21 SY (ensuring that one of the goals of this project is to educate students about the GFPP).						
Explore GFPP as a campaign within the <u><a href="#">Don't Mute My Health Movement</a></u> .						
Participate in the Good Food Communities Working Group bi-monthly calls + report back priorities and updates to DC GFPP Coalition.						

## Washington D.C. GFPP Coalition 2021-2022 Strategic Plan

Medium-Term Actions						
Activity	Transparency	Expansion	Education	Network	Standards	Racial Justice
Create a communications plan to start sharing more information about and engagement opportunities with the GFPP.						
Begin education around the GFPP value categories with communities in Washington DC.						
During and after implementation of the DCPS SFC/DMMH “Elevate Student Voice in School Meals” Campaign, the Coalition will support promotion.						
Long-Term Actions						
Activity	Transparency	Expansion	Education	Network	Standards	Racial Justice
Maintain consistent engagement and information sharing with GFPP Coalitions in other cities.						
Support teachers and other educators to learn about and integrate the GFPP into existing lessons and curricula.						
Begin building-out and engaging DCPS parent networks in coordination with DCPS School Food Collaborative (SFC) per DCPS’s <a href="#">“next steps” document</a> from the 6/3 SFC Meeting.						
Create clear channels for stakeholders to provide ongoing input and engage with the GFPP implementation in DCPS.						
Publish at least 1 article about DC GFPP work.						

### Impact of COVID-19

This strategy was developed prior to the onset of the COVID-19 pandemic. The Coalition recognizes the pandemic is having and will continue to have far-reaching, seismic effects on

## Washington D.C. GFPP Coalition 2021-2022 Strategic Plan

food procurement in D.C, many of which are not yet clear. Furthermore, the Coalition recognizes that these impacts will be disproportionately felt by historically marginalized communities. Moving forward with the implementation of this strategy, the Coalition will explore ways to refine its objectives and action planning to address the effect of COVID-19 on the D.C. community while advancing GFPP.

### Immediate Next Steps

The Coalition can take the following immediate actions to establish a strong foundation for implementing the above strategic plan:

1. Assemble sub-committees.
2. Inventory the expertise and skillsets the Coalition can wield to apply to its various objectives.
3. Revisit the Coalition's objectives and action planning to identify ways to mitigate and address the effects of the COVID-19 pandemic.
4. Prioritize short-, medium-, and long-term actions within each role.
5. Develop a roadmap to sequence and identify tactical action steps for each subcommittee to execute short-, medium-, and long-term action items.

### Strategic Plan Updates

The Strategic Plan should be updated annually to reflect the changing priorities and objectives of the Coalition.