

Washington D.C. GFPP Coalition 2022-2023 Strategic Plan



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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).¹ 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."²
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."³
3. **Valued Workforce:** "Provide safe and healthy working conditions and fair compensation for all food chain workers and producers from production to consumption."⁴
4. **Animal Welfare:** "Provide healthy and humane care for farm animals."⁵
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."⁶

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

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

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

³ Ibid

⁴ Ibid

⁵ Ibid

⁶ Ibid

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GFPP.⁷ 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.⁸ 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.”⁹
2. **Sustainability:** “Cut citywide greenhouse gas emissions by 50%.”¹⁰
3. **Workforce:** “Increase by 5 times the number of jobs providing green goods, services, fair wages and working conditions.”¹¹
4. **Health:** Cut citywide obesity rate by 50%.¹²

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.¹³ 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.¹⁴

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

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

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

⁹ Ibid

¹⁰ Ibid

¹¹ Ibid

¹² Ibid

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

¹⁴ Ibid

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- 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.

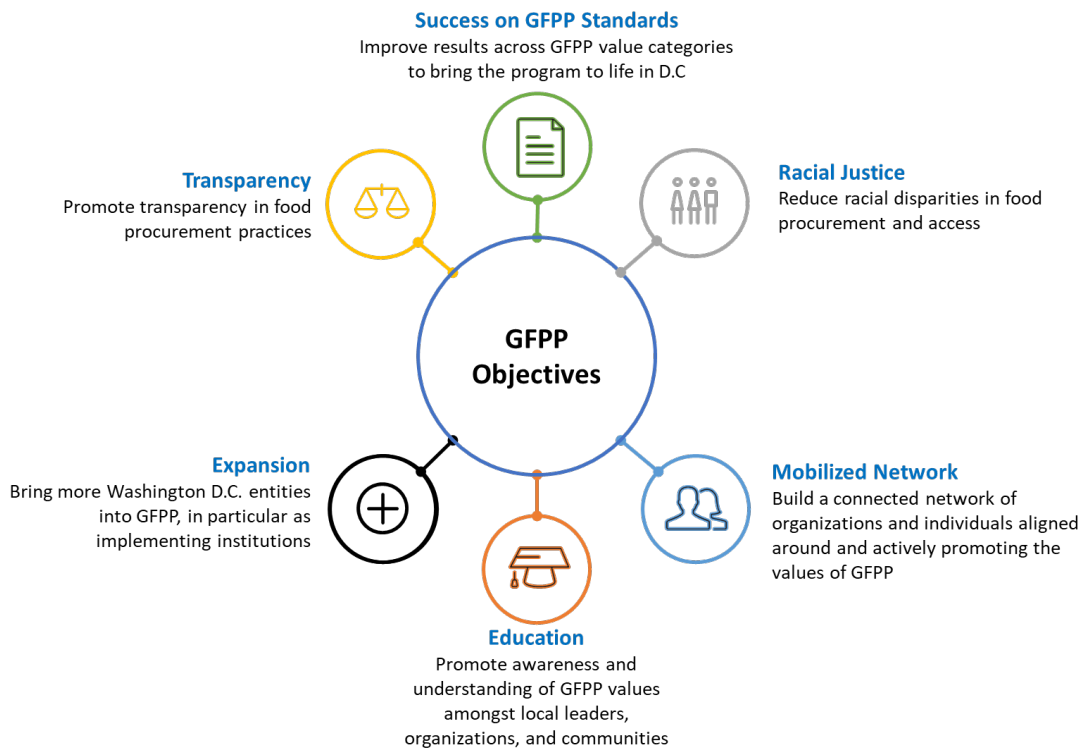
D.C. GFFP Coalition Mission

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

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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

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coalition will continue to evolve, with a special focus on incorporating groups and individuals 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 with color-coding.

Short-Term Actions (1 - 6 Months)						
Activity	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, and determine which voices are missing from the Membership (teachers, parents, students, etc).						
Gain a greater understanding of the Washington D.C. food procurement process, including changes as a result of the COVID-19 pandemic. Fall of 2022: Host panel discussion with procurement expert, GFPP expert, and others to identify disconnects between procurement policy and GFPP initiatives.						
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).						
Medium-Term Actions (6 - 12 Months)						
Activity	Transparency	Expansion	Education	Mobilized Network	Success on Standards	Racial Justice
Engage other DC Institutions (DPR, DOC, etc) following the broader Coalition to create a similar framework, action plan, and meeting schedule for the Advise Subcommittee to support.						
As informed by the plan developed in Short Term Actions, aim to have regular meetings with DCPS FNS staff to continue advancing the mission.						

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Long-Term Actions (12 - 24 Months)						
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						
Something about long term policy changes. Farm Bill.						

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 changes. 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 with color coding.

Short-Term Actions (< 1 year)						
Activity	Transparency	Expansion	Education	Mobilized Network	Success on Standards	Racial Justice
Testify at relevant oversight and budget hearings about GFPP implementation to raise awareness and accountability						
Engage in budget process to support adoption and success of GFPP principles <ul style="list-style-type: none"> Advocate to maintain current funding levels for school food in DC to support DCPS’ implementation 						

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<ul style="list-style-type: none"> Send budget letter to the Mayor with GFPP-related requests Request funding for CFPF siting study 						
Secure a meeting with D.C. Department of Parks and Recreation (DPR) to scope out interest in applying GFPP to Summer Meals						
Explore potential for funded pilot projects to engage farmers of color on GFPP and provide procurement opportunities						
Advocate for Office of Contracts and Procurement to have food lead (i.e. nutrition expertise)						
Obtain greater understanding of food procurement process to identify and remedy policy roadblocks to GFPP adoption (coordinate with Advise) <ul style="list-style-type: none"> Where needed, connect with other localities to learn about their implementation strategies, best practices, and lessons learned 						
DC Council commits to funding feasibility and siting CFPF study						

Medium-Term Actions (1-4 years)

Activity	Transparency	Expansion	Education	Mobilized Network	Success on Standards	Racial Justice
Identify BIPOC farmer goals and advocate for policies to remove barriers to institutional sales and contracts						
Assess GFPP readiness among DC agencies and identify candidates for baseline assessment						
Facilitate presentation on food procurement and GFPP for other DC government agencies						
Introduce legislation in the DC City Council to generally adopt GFPP with best practices across all agencies						
Determine next steps for achieving higher reimbursement for GFPP meals						

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Explore the need for a “best value” procurement policy rather than lowest cost						
Based on information gathered on procurement roadblocks, assess how the Certified Business Enterprise (CBE) system can be revised to better support small minority businesses and GFPP values						
Long-Term Actions (5+ years)						
Activity	Transparency	Expansion	Education	Mobilized Network	Success on Standards	Racial Justice
Achieve GFPP adoption at all DC government agencies						
Secure long term funding, systems, and policies to enable complete and transparent GFPP implementation						
Make sure GFPP achieves racial justice parity in implementation, e.g. by looking at demographics of adopting institutions, progress on standards that have implications for racial equity, supporting co-op and union-led models						
Establish a Central Food Processing Facility in DC						

Engage Communities

Overview

It is essential that the Coalition engage with 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 and ongoing dialogue between the Coalition and key stakeholders (including students and their families, currently incarcerated individuals, 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 initiatives. The Coalition will work to ensure that engagement activities prioritize BIPOC stakeholders who are disproportionately impacted by food and environmental injustices including inadequate procurement policies both historically and today. 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 in all District institutions.

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.

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Short-Term Actions (~1 - 4 Months)						
Activity	Transparency	Expansion	Education	Network	Standards	Racial Justice
Publish at least 1 article about DC GFPP work.						
Support implementation of the School Food Collaborative’s “My Tray My Way” Campaign for the 2021/22 SY and the City Blossoms Food Justice and Advocacy Speaker Series.						
Create a coalition 1-pager (including roles/expectations of supporting vs. voting membership) and update the DC GFPP landing page to make it more user-friendly.						
Participate in other District coalitions and working groups that address institutional food such as the Food Policy Council’s Sustainable Procurement Working Group and the DC Jail Food Working Group. *Ongoing						
Participate in the Good Food Communities Working Group bi-monthly calls + report back priorities and updates to DC GFPP Coalition. *Ongoing						
Maintain consistent engagement and information sharing with GFPP Coalitions in other cities. *Ongoing						
Meet with Coalition leads from other GFPP cities to learn about their community engagement successes and challenges. *Ongoing						
Medium-Term Actions (~4 - 7 Months)						
Activity	Transparency	Expansion	Education	Network	Standards	Racial Justice

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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. *Ongoing						
Implement the communications plan to start sharing more information about the GFPP program and engagement opportunities with the DC GFPP Coalition with identified stakeholders in the Washington DC-area. *Ongoing						
Support coalition recruitment efforts prioritizing stakeholders most impacted by a GFPP policy (students, food service personnel, farmers, returning citizens, parents, etc)						
Long-Term Actions (~1 Year)						
Activity	Transparency	Expansion	Education	Network	Standards	Racial Justice
Begin building-out and engaging DCPS parent networks in coordination with DCPS School Food Collaborative (SFC) re: food quality and values-aligned food procurement.						
Create clear channels for stakeholders to provide ongoing input and engage with the GFPP implementation in DCPS.						
Strengthen relationship between School Food Collaborative and GFPP coalition.						

Impact of COVID-19

The Coalition recognizes the pandemic is having and will continue to have far-reaching, seismic effects on food procurement in D.C. 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 continue to explore ways to refine its objectives and action planning to address the ongoing effects of COVID-19 on the D.C. community and food supply chain 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:

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1. Delegate actions and set specific timelines within Subcommittees.
2. Inventory the expertise and skillsets the Coalition can wield to apply to its various objectives.
3. Prioritize recruitment of community members that stand to be most impacted by GFPP expansion and implementation to the Coalition.
4. Execute election for 2022 Executive Committee Members per the Bylaws.
5. Set fundraising goals to support Executive Committee Member stipends and coalition actions.

Strategic Plan Updates

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