## SUSTAINABILITY

**Objective**
Provide support and incentives for farmers and producers to increase food production that is environmentally sound, economically viable, and socially responsible.

**Target**
Farmers and producers within FRESHFARM’s network implement agricultural and sourcing practices that support economic viability of farming and food production while preventing environmental degradation, enhancing natural resource viability, ensuring fair treatment of staff, and incentivizing long-term planning to keep land in agricultural production.

**YEAR 1 (FY2019/ SY19-20)**
1) Identify and cultivate strategic partnerships to further sustainability goals.
2) Implement and document an inclusive community process for establishing and introducing sustainability strategy for farmers, producers, and markets. The strategy will define priority practices, standards, and verification process based on existing efforts by nationally recognized, peer organizations.
3) Draft an application process for 2020 market season that supports emerging sustainability strategy.
4) Collect data from diverse sample of farmers and producers (small, medium, large) to determine the current state of sustainable agriculture and food production across our network.

## EDUCATION

**Objective**
Engage diverse, early childhood to adult audiences in educational programming that supports and grows a sustainable, Mid-Atlantic food system.

**Target**
A unified FRESHFARM education program broadly increases knowledge about sustainable food systems and preferences for nutritious, local food within the communities in which we have programs and a presence.

**YEAR 1 (FY2019/ SY19-20)**
1) Identify and cultivate strategic partnerships to further education goals.
2) **Schools**: In 15 DCPS elementary schools, students have hands-on nutrition education that is connected to teaching kitchen and gardens; increasing our reach by 2 schools and 700 students (total of over 5000 students engaged)
3) **Community**: Define characteristics of our community through qualitative and quantitative assessments; pilot 3 unique approaches to market-based education that account for, but not be limited to, existing program commitments; draft comprehensive market-based education plan.
4) **Farmers/Producers**: Establish education pathways for new and emerging farmers; vet and convene first of three annual cohorts for implementation.

## ACCESS

**Objective**
Create central gathering places and programs to enable a diverse range of community members increased and reliable access to local foods, while enhancing market opportunities for regional farmers/producers.

**Target**
Markets and partner schools serve as gathering places for diverse community members, provide reliable access to local food, and provide economic benefits to regional farmers and producers. On an annual basis, 80% of markets and schools meet the established criteria for successful food access operations.

**YEAR 1 (FY2019/ SY19-20)**
1) Identify and cultivate strategic partnerships and coalitions to further food access goals.
2) Define criteria for a successful food access operation; based on these criteria, define food access services that best draw on FRESHFARM’s strengths and support our mission; evaluate the cost/benefit of infrastructure needed to support these services.
3) Extend and expand school partnerships to increase cafeteria intervention efforts and family engagement.
4) Apply a revised rubric to evaluation of farmer and producer application for 2020 market season that results in markets that are curated to reflect mission and sustainability goals, as well as community need.

## ORGANIZATIONAL STEWARDSHIP

**Objective**
Grow FRESHFARM as a recognizable and well-regarded organization that is fiscally sound, as well as nimble and responsive to the continued evolution of the communities we serve. The organization is sought out as a desired employer and partner.

**Target**
Rolling 3-year work plans integrate all key elements of the organization, while securing and protecting financial, human, and brand resources. These plans lead to clean audits, increased financial reserves, recognition as desired partner and place of employment by non-profit evaluators, and increased community engagement.

**YEAR 1 (FY2019/ SY19-20)**
1) **Organizational integrity**: Further articulate the FRESHFARM brand and the strength of aligned programming, apply branding to build funding resources and increase engagement; establish metrics and processes for annual evaluations to inform annual impact reporting.
2) **Finance**: Establish contingency plans to prepare for various funding scenarios.
3) **Development**: Maintain a diversified plan that builds organization reserve while securing funding to continue existing and establish new programs.
4) **Staff**: Establish staff evaluation system; perform internal assessment of existing staff matrix to identify strengths and gaps; assess value of existing staff benefit package and determine feasibility of future enhancements.
<table>
<thead>
<tr>
<th>YEAR 2 (2020)</th>
<th>1) Produce snapshot of sustainability across regional food system that defines the current state, qualifies top obstacles, and sets an aspirational vision for a sustainable future of this system, as well as achievable goals over next 2-3 years. 2) Implement a revised application vetting process in support of emerging sustainability strategy. 3) Pilot three unique approaches to verify farmer and producer compliance with sustainability requirements. 4) Establish technical assistance and training opportunities, as well as other incentives for farmers and producers to strengthen compliance.</th>
</tr>
</thead>
<tbody>
<tr>
<td>YEAR 3 (2021)</td>
<td>1) Continue implementation of enhanced sustainability requirements and practices for our farmers, producers, and markets. Evaluate progress toward target and refine standards. 2) Evaluate engagement in and impact of training, assistance, and other incentives on success of farmers/producers in meeting sustainability requirements. Revise strategies based on assessment and progress towards goals. 3) In collaboration with strategic partners, pursue new funding sources based on priorities identified by state of local food system report.</td>
</tr>
<tr>
<td></td>
<td>1) Schools: Support at least one comprehensive school program in each ward or cluster to serve as model for other schools; secure funding to add additional schools per ward/cluster each year; plan for summer FP institute. Produce assessment of current education funding priorities to include recommendations for how FP curriculum and FRESHFARM respond to these priorities. 2) Community: Implement market-based education program based on evaluation of strategies piloted in previous year and funding resources. At culmination of market season, conduct assessment of program to influence revisions for following year. 3) Farmers/Producers: Revise education pathways for new and emerging farmers based on evaluation of year 1 efforts; convene second cohort; set up mentoring program between cohorts, and other veteran farmers and producers. 4) Develop plans for working with partners and coalitions to further regional food access goals. 2) Assess changes needed to existing food access services and pilot at least one new approach, based on year 1 criteria and service definition efforts. 3) Utilize data gathered in year 1 to organize local sourcing campaign with a goal of growing school and community partner nutrition intervention efforts. Work with pilot locations to implement local sourcing into existing partnership efforts. 4) Evaluate impact of revised application process in terms of market curation toward mission and goals; document changes in the pool of applicants. Use this information to make minor adjustments for year 3 application.</td>
</tr>
</tbody>
</table>