We envision a community where all people have access to fresh, nutritious, affordable, and culturally appropriate food; where the food system is more reliant on local production and, just as important, there is a parity of opportunity for those who wish to grow, make, or sell healthy food; where the food supply chain respects all workers; and where there is a robust public demand for healthy food.
Crossroads Community Food Network is building a healthier, more inclusive food system in the Takoma/Langley Crossroads, a primarily immigrant, low-income community just outside Washington, DC. At the heart of this integrated network of food growers, makers, and consumers is Crossroads Farmers Market, where an innovative nutrition incentive program makes it easier to bring home more healthy food, and at the same time helps support local farmers and vendors—the majority of whom are also immigrants. Crossroads also encompasses community-based healthy eating education, microenterprise training for aspiring food entrepreneurs, and the Takoma Park Silver Spring Community Kitchen geared toward helping them succeed.

While there are other area organizations that feed the hungry, promote healthy eating, or support local farmers or start-up food businesses, Crossroads is unique because its programs touch on all these necessary components of a sustainable local food system. The benefits are interrelated and multifold: increasing access to healthy food and knowledge about making healthy food choices contribute to improved overall public health; creating a consistent demand for fresh fruits and vegetables has helped make local, small-scale farming more economically viable; and facilitating the transition to self-employment via entrepreneurship fosters financial stability. By connecting and empowering those who grow, make, and eat healthy food, Crossroads is helping an underserved community attain food equity and self-sufficiency.
These are the core values that our staff, board, and volunteers strive to weave into all aspects of Crossroads’ programs and operations:

FOOD SOVEREIGNTY
We acknowledge the deep-rooted inequities that exist in our local food system and the resulting poor health outcomes that disproportionately affect immigrants, people of color, and those from lower socioeconomic backgrounds. We believe that those who have been traditionally excluded should have the power to define and control their own culturally appropriate food policies, processes, and activities.

CULTURAL RESPECT
We believe in a free and open exchange of ideas and the fostering of relationships among people of different races, cultures, ages, incomes, and backgrounds. Our work is respectful of and responsive to the cultural practices and linguistic needs of diverse community members.

WELLNESS
We believe there’s more to being healthy than just the absence of illness. Wellness embodies the power of choice and freedom from anxiety, particularly around food, nourishment, and income inequality.

COMMUNITY & COLLABORATION
We believe in an asset-based approach, and strive to leverage the abundant skills, experiences, and resources that already exist in the communities we serve. We recognize that we are stronger when we work together to dismantle racism, bias, and inequities in our local food system. We build and maintain strong partnerships with community members, other nonprofit organizations, businesses, governments, and funders with intention and integrity.
**Situation:**
Extreme health and wealth disparities exist in Maryland’s Takoma/Langley Crossroads community

**Goal:**
A healthier, more inclusive local food system that connects and empowers community members

**What We Do:**
Make fresh, healthy food more accessible
Promote healthy eating and local food system literacy and participation
Provide food entrepreneurs with business training and access to infrastructure

**Theory of Change**

**Short-term Outcomes**
Greater access to local, healthy food
Increased exposure to healthy foods
More food businesses formed or expanded

**Mid-term Outcomes**
More fruits and vegetables consumed
Healthier food choices
Increased food business sales

**Long-term Outcomes**
Increased food security
Minimized diet-related diseases
More economic opportunities
Greater food system equity
**CROSSROAD’S FARMERS MARKET, CSA & FRESH CHECKS**

**Balanced Scorecard**

<table>
<thead>
<tr>
<th>GOALS</th>
<th>INITIATIVES</th>
<th>MEASURES</th>
<th>TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase healthy food access</td>
<td>Crossroads Farmers Market, CSA &amp; Fresh Checks</td>
<td>$ in Fresh Checks distributed to # people</td>
<td>$60,000/market season 2,000 people</td>
</tr>
<tr>
<td></td>
<td></td>
<td># of market visitors</td>
<td>1,200+ on average/day</td>
</tr>
<tr>
<td>Increase economic opportunities for socially disadvantaged farmers and food producers</td>
<td></td>
<td>$ in total sales among socially disadvantaged producers</td>
<td>$300,000/market season</td>
</tr>
<tr>
<td>Increase knowledge about the local food system</td>
<td>Healthy Eating Program</td>
<td># of participants/# sites</td>
<td>4,000 participants/year 15 sites</td>
</tr>
<tr>
<td>Increase likelihood of healthier food choices</td>
<td></td>
<td>% of participants who show intention</td>
<td>85% of participants report</td>
</tr>
<tr>
<td>Increase knowledge about starting/expanding food businesses</td>
<td>Microenterprise Training Program &amp; TPSS Community Kitchen</td>
<td># of program graduates</td>
<td>40/year</td>
</tr>
<tr>
<td></td>
<td></td>
<td># of kitchen users</td>
<td>15/year</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$ in sales among kitchen users</td>
<td>$300,000/year</td>
</tr>
<tr>
<td>Increase economic opportunities for socially disadvantaged food entrepreneurs</td>
<td></td>
<td># of jobs created and sustained by participants</td>
<td>10/year</td>
</tr>
</tbody>
</table>