



Crossroads
Community
Food Network

Strategic Plan 2025-2030



Vision

We envision a thriving community nourished by a just and sustainable food system. Everyone has access to fresh, affordable, culturally appropriate food; local farmers and food entrepreneurs have equal chances to succeed; and there is a robust public demand for local, nutritious food.

Mission

Crossroads Community Food Network is building a healthier and more inclusive food system in the Takoma/Langley Crossroads, a vibrant immigrant community outside Washington, DC. At the heart of this network of food growers, makers, and consumers is Crossroads Farmers Market, where SNAP/WIC matching dollars make healthy food affordable for all, and at the same time help support local farmers and vendors—many of whom are immigrants themselves. Crossroads also provides bilingual business support for historically excluded food entrepreneurs, an affordable commercial kitchen geared toward helping them succeed, and community-based healthy eating education.

Crossroads' holistic approach addresses crucial aspects of an equitable, sustainable local food system: access, education, and infrastructure for Black, Brown, immigrant, and women farmers and food entrepreneurs. The benefits are interrelated and multifold: Increasing access to fresh produce and healthy eating knowledge contribute to improved overall public health. Creating a consistent demand for fresh fruits and vegetables helps make local, small-scale farming more economically viable. And cultivating a supportive business environment levels the playing field and enriches the local food system with a wider variety of culturally diverse products. By connecting and empowering those who grow, make, and eat healthy food, Crossroads supports our community's efforts to attain food equity and food sovereignty.

Core Values

We acknowledge the traditional territories of the Piscataways, Anacostans, and other First Nations peoples on whose stolen land Takoma Park and Langley Park now stand. We recognize the enduring legacy of slavery and institutional oppression and the resulting racial disparities in food access, health, economic opportunity, and land ownership. This awareness is the foundation for our commitment to building a more just and equitable food system for all.

These are the core values that our staff, board, and volunteers strive to weave into all aspects of Crossroads’ programs and operations. Our commitment to these values is steadfast, backed by long-term investments in time and resources.

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 historically 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 cultivation of relationships among people of different races, cultures, ages, incomes, and backgrounds. Our work is respectful of and responsive to the diverse cultural practices and linguistic needs of all community members.

COMMUNITY & COLLABORATION

We believe in an asset-based approach and strive to leverage the abundant skills, experiences, and resources in our community. 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.

EQUITY

We stand firmly for equity. This means ensuring everyone in our community and at our organization has fair access, equal opportunities, and the freedom to thrive and choose. Ensuring fairness is not enough; we must also actively recognize and dismantle historical and systemic barriers that have prevented marginalized groups from fully participating.

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.



Theory of Change

SITUATION:

Extreme disparities in health and wealth exist in Maryland's Takoma/Langley Crossroads, a vibrant immigrant community.

GOAL:

Through programs that connect and empower those who grow, make and eat fresh, healthy food, Crossroads is supporting historically marginalized community members in improving health, building wealth, and achieving food equity.

What We Do:

Make fresh, healthy food more accessible and support local farmers and food businesses

Promote healthy eating and food literacy

Provide food entrepreneurs with business training and access to infrastructure



Outcomes:

Increased food security

Minimized diet-related diseases

Increased economic opportunities for historically marginalized farmers, market vendors, and food business owners

Increased food system participation, agency, and equity

More equitable and sustainable local food system



Balanced Scorecard

GOALS	INITIATIVES	MEASURES	TARGETS
MISSION			
<ul style="list-style-type: none">• Increase healthy food access• Increase economic opportunities for historically marginalized farmers and market vendors	Crossroads Farmers Market, CSA & Fresh Checks	<ul style="list-style-type: none">• \$ in Fresh Checks distributed to # households• \$ in total sales• \$ in total sales among historically marginalized farmers and market vendors	<ul style="list-style-type: none">• \$85,000 Fresh Checks distributed per season to 2,000+ households• \$400,000 total sales per market season• \$250,000 total sales by historically marginalized farmers and vendors per market season
<ul style="list-style-type: none">• Provide an affordable commercial kitchen and free bilingual business support for historically marginalized food business owners• Increase economic opportunities for historically marginalized food business owners	Microenterprise Development Program & TPSS Community Kitchen	<ul style="list-style-type: none">• # of MDP workshops held• # of hours of technical assistance provided to # of food businesses• # of jobs created and sustained by food businesses based at the kitchen	<ul style="list-style-type: none">• 8 - 12 MDP workshops per year• 150 hours of technical assistance to 50 food businesses per year• 15 jobs per year
INTERNAL PROCESSES			
<ul style="list-style-type: none">• Advance organizational equity to dismantle systems of oppression	Continuously identify and address biases that perpetuate inequities	<ul style="list-style-type: none">• Progress toward becoming an anti-racist organization	<ul style="list-style-type: none">• Favorable equity review
<ul style="list-style-type: none">• Enhance operational efficiency and effectiveness	Streamline administrative workflows, leverage technology	<ul style="list-style-type: none">• Proportion of organizational time spent on administrative tasks	<ul style="list-style-type: none">• Pass / fail
<ul style="list-style-type: none">• Ensure financial stability of organization	Maintain sound accounting policies	<ul style="list-style-type: none">• GAAP procedures followed	<ul style="list-style-type: none">• Favorable audit / financial review
PEOPLE & INNOVATION			
<ul style="list-style-type: none">• Promote a supportive work environment that fosters employee creativity and engagement	Maintain hiring and employment best practices; empower staff with resources and opportunities needed to support mission	<ul style="list-style-type: none">• Retention rate	<ul style="list-style-type: none">• 90% retention rate
<ul style="list-style-type: none">• Ensure board and staff represent the diversity of the community	Intentional board and staff recruitment	<ul style="list-style-type: none">• Community, board, and staff demographic data	<ul style="list-style-type: none">• Board and staff reflect the diversity of the community
<ul style="list-style-type: none">• Be responsive to community needs and adapt programming as necessary	Program evaluation resulting in program iteration and/or expansion	<ul style="list-style-type: none">• Participant satisfaction rate	<ul style="list-style-type: none">• 90% satisfaction



Serving the community since 2007

2005

John Hyde and Louise Swartzwalder see need for new farmers market in Takoma/Langley Crossroads immigrant community

2006

Hyde and former USDA Under Secretary Gus Schumacher develop Fresh Checks benefits-matching program to increase produce access

2007

Crossroads Farmers Market opens!

2008

Local and national media, USDA staff, elected officials, and community members take notice of Crossroads' success

2009

Expands to year-round operations with SNAP and urban farmer initiatives

2010

Partners with Rolling Terrace Elementary School for Healthy Eating Program (HEP) pilot

2011

Becomes a registered nonprofit (Crossroads Community Food Network)

2012

Partners with Takoma Park Presbyterian Church to establish shared-use kitchen

2013

Healthy Eating Program expands to Piney Branch Elementary School

2014

USDA Farm Bill funds new SNAP incentive program modeled after Crossroads' success and market increases Fresh Checks match to \$15

2015

Launches bilingual Microenterprise Training Program in response to community demand

2016

Farmer's Market has its 10th anniversary season

2017

TPSS Community Kitchen opens, Fresh Checks match increases to \$20, and Community Ambassador program starts

2018

USDA expands and renames SNAP-incentive grant program after Gus Schumacher to honor his contributions to food access

2019

Distributes 500,000th Fresh Check and supports 15 food businesses at TPSS Community Kitchen

2020

Creates free senior CSA, increases Fresh Checks match to \$50, and moves HEP online and into school gardens due to pandemic

2021

Relaunches Microenterprise Development Program in a new format

2022

Market sales top \$500,000 and first annual food fair held in downtown Takoma Park

2023

Community Ambassadors reach 19,500+ people, promoting Crossroads Farmers Market and the Fresh Checks program

2024

Distributes 1,000,000th Fresh Check

