



STRATEGIC PLAN

FISCAL YEARS 24-26

OUR MISSION

For nearly 50 years, Sustainable Food Center (SFC) has been on a mission to improve access to fresh, nutritious food for all Texans. Our efforts focus on improving the health, land, and livelihoods of Texas communities. By addressing food security holistically, we aim to build a sustainable food future for all through community-informed programs and partnerships across the Texas food system.

OUR CORE VALUES

Our values ground us in our work, steer our purpose, inform our decisions, and guide our interactions as an organization. They are our compass for ensuring we remain accountable to the people and communities we aim to impact.

INTEGRITY : We take pride in what we do and hold ourselves accountable to one another and the communities we serve by being transparent, following through on commitments, and communicating outcomes to stakeholders.

COURAGE : We take purposeful risks and implement innovative approaches to achieve our vision. We embody a growth mindset and view setbacks as opportunities to learn and deepen our collaboration with others.

EQUITY : We work every day to ensure all people can access, grow, and consume nutritious and culturally significant food. We acknowledge that our food system has been built on systems of oppression and prioritize serving marginalized communities and promoting food sovereignty through our work.

COMMUNITY : We center the voices, priorities, and wellbeing of the communities we aim to impact in our work. We elevate community member input by providing open channels for feedback and collaboration.



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TRANSFORMING THE FOOD SYSTEM

The food system is an interconnected network of systems, processes, and people involved in everything related to food - from production and processing, to distribution, consumption, waste, and recovery.

It not only impacts the availability and accessibility of food, but also influences our health, nutrition, environment, and overall wellbeing.

The established food system is inequitable and unsustainable, lacking adequate availability of nutritious food. As a result, 38 million people—including nearly 4 million Texans—experience food insecurity in the United States. To fully address this issue, we must consider all the barriers to consumer access to high-quality nutritious food like affordability and education, and long-term sustainability of regional food production.

By growing food locally, we create a more reliable source of fresh, nutritious food that enhances community health and wellbeing.

WHO WE IMPACT

We impact two distinct populations through our work at Sustainable Food Center:

- **COMMUNITY MEMBERS** who face barriers to food security and health equity &
- **UNDERSERVED PRODUCERS** supporting a robust and vibrant food system.



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OUR PROGRAMS

To ensure the accessibility, availability, and affordability of nutritious food for all Texans, SFC implements community-informed solutions at multiple points across the food system. Our programs support underserved small-scale producers in Texas, contributing to a vibrant food system, and benefit community members with increased access to food.

Farm Viability

Engagement starts with our local farmers at the heart of our food system. By supporting small-scale, underserved producers in Texas, we help ensure a diverse supply of fresh, nutritious food, closing the gap on the availability of food for communities. We connect them with food buyers who provide food for large populations, such as schools and grocery stores, and help them build their farm businesses through business and marketing support.

Farmers' Markets

One critical way to support the sustainability of farmers and connect farm-fresh food to communities is through farmers' markets, which offer direct-to-consumer outlets for farmers to sell their food. We not only operate two Central Texas markets, but also provide support to a large market network across the state, supporting them to offer more affordable food options through the Double Up Food Bucks Texas program.



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Food Access

We increase affordability and access to farm-fresh fruits and vegetables for families facing food insecurity through programs like Double Up Food Bucks Texas—SFC’s signature food access program that doubles the dollars for fruits and vegetables for thousands of families receiving SNAP and WIC benefits. Additionally, our WIC Farmers’ Market Nutrition Program (FMNP) provides coupons for eligible WIC participants to buy food at participating farmers’ markets. We continue to innovate new ways to support families with culturally appropriate and community-centered programs and services.

Nutrition Education

We are committed to equipping communities with the skills and knowledge to prepare fresh, nutritious produce in an affordable and culturally relevant way. Our cornerstone program, The Happy Kitchen/La Cocina Alegre®, is a free cooking and nutrition program taught in English and Spanish by peer facilitators for families facing health disparities and food insecurity. To improve overall community health and reduce the risk of diet-related disease, we also offer hands-on cooking demonstrations and nutrition education to community members and partner organizations.



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Food Access

With nearly 4 million food insecure Texans, increasing access, availability, and affordability of nutritious food close to home is critical to achieving food security.

Nutrition Education

Food insecurity is associated with chronic disease – and food secure communities are healthier communities. SFC's programs help communities access, prepare, and eat nutritious foods, leading to healthier lives free of diet related disease.



Farm Viability

Small-scale producers grow and sell nutritious food to regional communities; however, the lack of federal support makes it challenging for them to be sustainable. SFC supports regional producers to continue growing a diverse supply of fresh, nutritious food for communities and advocates for increased support.

Farmers' Markets

Farmers' Markets not only provide direct to consumer sales opportunities, they also provide affordable options for fresh, nutritious food for consumers through participation in DUFb.

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“About 6 months ago, I was diagnosed with high blood pressure and fatty liver disease. Being connected with [The Happy Kitchen/La Cocina Alegre™] has helped me make better choices not only for myself, but my family. I have learned many recipes which before this, I would have never tried but now I am more adventurous with trying new healthier foods.”

– The Happy Kitchen / La Cocina
Alegre™ Client



STRATEGIC OBJECTIVES

KEY METRICS FY 24-26

EXPAND FOOD ACCESS

1. Expand food access and reduce the risk of diet-related disease for Texas communities experiencing food insecurity.

- a. At least 25% of total Texas SNAP households expand their fruit and vegetable purchasing power by participating in Double Up Food Bucks Texas.
- b. The Double Up Food Bucks Texas network includes 100 diverse retailers (grocery stores and farm direct sites) in all 11 HHSC regions of Texas that sell Texas-grown fruits and vegetables.
- c. 7,000 Texans perceive improvement in their health status as a result of participating in culturally sustaining, community-based cooking & nutrition education.
- d. More Texas-grown, culturally significant foods are served in Texas schools and institutions, ensuring equitable availability of fresh and nutritious foods for all Texans.
- e. Governmental investments in nutrition incentives are increased or expanded.

SUSTAIN TEXAS GROWERS

2. Ensure underserved Texas producers have access to resources and markets to be sustainable and successful.

- a. Annual gross cash farm income for 50 growers participating in SFC programming and at SFC farmers' markets increases by 20%.
- b. Ten producers served by SFC grow their businesses through access to land.
- c. Through legislative advocacy and regulatory change, more underserved Texas producers are supported by local, state, and federal safety net, business development, and land access programs.
- d. More Texas-grown foods are sold to wholesale buyers, enabling investment in local food businesses.



STRATEGIC OBJECTIVES

KEY METRICS FY 24-26

DEEPEN STATEWIDE IMPACT

3. Catalyze food systems solutions to deepen impact across the state of Texas in partnership with philanthropic, government, and grassroots organizations.

- a. Food justice, equity, and resilience are advanced through policy change initiatives that engage community and innovative, impact-driven programming.
- b. SFC's capacity and influence are leveraged across Texas to strengthen state-wide, collaborative work that supports our partners in reaching collective food system advancement goals.

PREPARE FOR SCALE

4. Prepare the organization for sustainability and scale.

- a. Institutionalized and action-oriented justice, equity, diversity, and inclusion (JEDI) strategies and communications support and hold accountable organizational commitments to antiracism, equity, and inclusion.
- b. Organizational policies and processes facilitate the expansion of statewide efforts while maintaining a person-centered team culture.
- c. Long-range research, data, and communication strategies build and synchronize programmatic and development efforts across the organization into one community-centered voice and brand identity.
- d. SFC's workplace culture and total rewards package engage and retain top talent to maintain a competitive edge in the field.
- e. Strong and stable financial health is built and maintained through enhanced individual and institutional partnerships.
- f. \$10 million ongoing annual revenue is achieved within the next 3 years.