



# SUSTAINABLE FOOD CENTER

Annual Report for July 1, 2013 - June 30, 2014



**GROW.SHARE.PREPARE.**

## FOOD IS COLLABORATION.

What a year of accomplishments, not only for Sustainable Food Center but for the local food movement! While we brought our capital campaign to a close, began programming in our new building, and opened the St. David's Foundation Community Garden, our local governments created changes at the policy level that made it easier for Central Texans to grow their own food. We saw Austin push forward the national and global food justice conversation, with community members actively involved in decisions that affect health, hunger and sustainable agriculture. SFC increased services by leaps and bounds, including a deep dive into several neighborhood efforts where community leaders are finding their voice and organizing around the issues that matter most to them.

As always, we don't do this work in a vacuum. It starts with the communities we serve who guide our programming and are strong collaborators to ensure that children and adults have access to nutritious, affordable food. Our partners include our funders, schools, community-based organizations, and businesses – local companies, family farms, restaurants. Our work is increased tenfold through the help of hundreds of volunteers, without whom we'd be unable to serve over 300,000 Central Texans annually. And at the end of the day, we are humbled to work with some of the most dedicated and passionate staff and board members, all of whom share in the vision of a food secure community where everyone can grow, share and prepare healthy, local food.

Thank you for your incredible support. Together, we're truly strengthening this local food system and as a result, we'll ALL be able to enjoy the fruits of our labor.



**Laura Estes**  
*SFC Board President*

**Ronda Rutledge**  
*Executive Director*

A LETTER FROM OUR LEADERSHIP



# SFC CORE VALUES

## FUN

## RESOURCEFULNESS



**We foster an enjoyable and fruitful environment for healthy living.**

*What does this value look like in action?*

- We devote the time and space to create a workplace that we enjoy.
- We create experiences that inspire individuals and communities.
- We engage communities in exploring creative and impactful activities.
- We strive to incorporate passion, humor, spontaneity, and joy into our daily lives.
- We maintain a healthy balance between our work and our personal lives.

**We make the best use of resources to achieve the greatest possible outcomes.**

*What does this value look like in action?*

- We are creative problem solvers – striving for innovative solutions to systemic challenges.
- We value and seek to strengthen existing community resources.
- We seek knowledge of our complex food system in order to be a valuable resource to the community.
- We challenge ourselves to exceed expectations in our daily work.

## INTEGRITY

We approach our work, the community, and each other with authenticity, honesty, and respect.

*What does this value look like in action?*

- We provide credible and trustworthy community-based programs and resources.
- We respect each other, our community, and our environment in all that we do.
- We support open and honest dialogue, and assume the best intentions in others when dealing with conflict.
- We are transparent and ethical in our stewardship of the organization and our resources.

## COLLABORATION

We cultivate meaningful relationships with each other and the larger community.

*What does this value look like in action?*

- We prioritize teamwork, shared responsibility, and group problem-solving as a means of effectively reaching goals and addressing challenges.
- We embrace the idea of collective impact by actively seeking and responding to partnership opportunities.
- We contribute fully to collaborative efforts, and value the same level of participation from our partners.
- We embrace our diverse community and the connection we share within our food system.

## EMPOWERMENT

We believe that the community's inherent power and leadership is the foundation for a truly equitable and sustainable food system.

*What does this value look like in action?*

- We learn alongside community members, through open exchange and sharing of skills, knowledge, resources, and tools.
- We help build capacity for a return of power over the food system to the community.
- We ensure that the community is involved in leadership and decision making of the organization.
- We advocate for inclusive stakeholder involvement in decisions on food systems and policies.
- We ensure that all of our programming supports food production, marketing, distribution and preparation as a means for individual, family and community self-sufficiency.

## GROW LOCAL

*Food is homegrown.*

Locally-grown food empowers people to make healthier food choices, builds community connections, and preserves biodiversity and natural resources. Grow Local, SFC's flagship program, inspires central Texas residents to grow their own food by connecting individuals, families, and communities with the knowledge, resources, and space needed to start and sustain food gardens. During fall and spring planting seasons, Grow Local offers hands-on, holistic gardening classes taught by trained community-based facilitators. Both free and fee-based, these classes focus on the challenges specific to gardening in Central Texas' hot, dry climate, and they foster sustainable gardening practices. They include Austin's only Spanish-language organic gardening class as well as Citizen Gardener, an educational program that encourages participants to put their new knowledge to public use by completing 10 hours of volunteer service at community and school gardens and urban farms. Grow Local's Spread the Harvest program provides free gardening resources, including seeds, plants and compost, to low-income gardeners, and it encourages gardeners to share their harvest with friends, neighbors and food pantries. Grow Local also supports the creation of school and community gardens by offering School and Community Garden Leadership Trainings.

## SPREAD THE HARVEST

- 14,295 individuals were served through Spread the Harvest
- 60.6% of Spread the Harvest participants served were low-income
- 82 schools received free resources to help them carry out their school gardening project in exchange for tracking their harvest and sharing with others
- 12,049 garden fresh produce meal equivalents were shared by Spread the Harvest participants
- 88% of Spread the Harvest participants increased their consumption of fresh fruits and vegetables
- 61.4 cubic yards of compost, 3,190 packets of seeds, and 3,188 transplants were distributed for free to 440 local residents at Resource Give-Away Days and via SFC's Seed Library

## CLASSES & TRAININGS

- 20 garden education classes and 6 garden leadership trainings were provided
- 5 Basic Organic Gardening classes were provided in Spanish
- 397 individuals attended Grow Local classes and trainings
- 8 classes and trainings were hosted at SFC's Community Room and Teaching Garden

## COMMUNITY & SCHOOL GARDEN ASSISTANCE

- 112 school garden groups and 69 community garden groups received education, resources, or other assistance for their garden projects
- 5 new community gardens and 12 gardens total, received Grow Local fiscal sponsorship
- Community members shared information, resources, and support about school and community gardens through the Coalition of Austin Community Garden and the Central Texas School Garden Network (Grow Local staff provide administrative support for these coalitions)

*"My 3.5 year old son loves our garden and knows exactly when and how to pick most produce. He eats so many more vegetables if he knows we grew them ourselves."*

- Vanessa Rosage, Spread the Harvest Participant



**Grow Local served 14,295 individuals.**

This year, Sustainable Food Center kicked off its first on-site garden, the J.P.'s Peace, Love, and Happiness Foundation Teaching Garden. Grow Local used the garden to host hands-on classes, school field trips, and tours that showcase sustainable food gardening techniques and offer children and adults opportunities for interactive learning about food gardening.

### **J.P.'S PEACE, LOVE AND HAPPINESS FOUNDATION TEACHING GARDEN AT SUSTAINABLE FOOD CENTER**

- 349 community volunteers helped install and maintain the Teaching Garden at 24 workdays
- 161 youth participated in food systems education activities at the Teaching Garden through 2 school year and 5 summer field trips

*“It’s been amazing to watch all the life the garden attracts, from bugs and amphibians, to birds and mammals. Gawking at the garden at all hours of the day or night makes me feel like a kid again, full of wonder and excitement over the simplest things. Thank you!”*

- Joseph de Leon, Spread the Harvest participant



**3,837 customers at 46 worksites across Central Texas actively participated in Farm to Work.**

## **FARM DIRECT**

*Food is connection.*

Farm Direct Projects creates direct relationships between farmers, customers, and communities across Central Texas through our Farm to Work, Farm to Cafeteria, Farm to School, and Farm to Family programs. In doing so, we make an abundance of fresh, nutritious fruits and vegetables available to consumers by exploring innovative marketing and distribution strategies.

Farm to Work has experienced tremendous growth in the past year, with gross sales increasing 27% over the past year to \$228,356 at 46 worksites. Employees at these worksites have increased access to fresh, local produce, and the 7 participating farmers enjoy access to direct relationships with a new customer base. This carries over into our Farm to Cafeteria program, where we work with cafeterias to support their local food procurement strategies through consultations, local food promotional materials, and access to SFC's local food web portal.

Working at 52 schools throughout Austin, SFC's Farm to School program strives to make local foods experiential for students, from eating fresh, local tomatoes in the cafeteria, to having an actual farmer in the classroom who teaches them how to grow that very same tomato. We work with schools to source and promote local foods in their cafeterias. With the support of 16 Farm to School Ambassadors recruited largely through our partnership with University of Texas Nutrition Department, we facilitate Meet the Farmer visits and Veggie Samplings for students to learn more about where their food comes from.

In May 2014, we launched our Farm to Family pilot program, which makes healthy fruits and vegetables more accessible to families at community sites such as schools. Through this program, families at Perez Elementary are able to pre-order and purchase a \$20 basket of local produce directly from a farmer using SNAP – plus, we apply SFC's Double Dollar Incentive Program so that families using SNAP pay half the price!

Collectively, these programs work to strengthen the local food economy and empower consumers by making fresh, nutritious, and delicious produce increasingly accessible to Central Texas communities.

*“This is a great program. The food is fresh and it is a nice serving size. I just started getting the items and have nothing but praise for this project. Many people don't have access to fresh produce except at the grocery store and to get organic is always 3 times the price. This benefits those who grow the produce as well as those who want to eat better and the recipes on the site are also great.”*

- Lisa, Farm to Work Customer



## FARM TO WORK AND FARM TO CAFETERIA

- 3,837 unique Farm to Work customers at 46 worksites across Central Texas, who purchased over 10,000 baskets of fresh produce through Farm to Work in Austin, Houston, San Antonio, and Caldwell County.
- 7 participating farmers, including My Father's Farm, Lightsey Farm, Fruitful Hill Farm, Animal Farm, Engel Farm, Green Gate Farms, and Tecolote Farms.

## FARM TO SCHOOL

- 52 elementary, middle, and high schools participated in Farm to School programs, including 49 AISD schools and 3 charter schools, and had access to Local Food promotional and educational materials on display in their cafeterias, reaching approximately 40,000 school children.
- 38 food system education events were facilitated by SFC staff and Farm to School Ambassadors through Farm to School, including Meet the Farmer Visits and Veggie Samplings.

## FARM TO FAMILY

- 5 deliveries of fresh produce to Perez Elementary families and faculty through our Farm to Family pilot program.
- Worked with the USDA to allow for the pre-purchase of fruits and vegetables using SNAP dollars.





**220,000 customers visited our four weekly SFC Farmers' Markets.**

## **SFC FARMERS' MARKETS**

*Food is community.*

The SFC Farmers' Markets began in 2003 with the founding of the "Austin Farmers' Market" at Republic Square Park, and has since grown a network of four vibrant and unique locations – Republic Square and Sunset Valley on Saturday mornings, our East location on MLK at Alexander on Tuesdays, and The Triangle on Wednesday afternoons. All SFC Farmers' Markets are producer-only, which means that farmers may only sell what they grow, and other vendors can only sell products that they themselves produce. In addition to fruit and vegetable farmers, and meat, poultry, egg, and dairy producers, many "value-added" producers who feature local agricultural products in their prepared goods operate within SFC Farmers' Markets. Beyond serving as sales outlets, SFC Farmers' Markets host food education programs such as "Taste the Place" sampling tents and chefs demos. We provide composting and recycling kiosks in partnership with Break It Down, and, we establish enjoyable family and community gathering space by setting up temporary children's playgrounds, a music tent, a café-style seating area, and other activities. All SFC markets include our Food Access efforts that provide assistance to individuals and families who might otherwise face financial challenges to purchasing fresh, healthy, local foods.

- Total sales for all four markets combined was \$2.64 million, with over \$1.5 million in sales at the SFC Farmers' Market Downtown alone.
- 117 local farmers and small businesses participated in SFC Farmers' Markets as vendors.
- 220,000 customers visited our four SFC Farmers' Markets, which operate year-round.



**SFC PROGRAM ACCOMPLISHMENTS**

# FOOD ACCESS PROGRAMS

*Food is a basic human right.*

Ensuring access to healthy and affordable local foods, in fulfillment of SFC's mission, addresses geographic access, as well as economic access. All SFC Farmers' Markets accept Supplemental Nutrition Assistance Program (SNAP – formerly called Food Stamps) and Farmers' Market Nutrition Program (FMNP) vouchers, which are distributed to Women, Infants and Children (WIC) eligible families for the purchase of fresh fruits and veggies. SFC also continued refining processes as part of our WIC – EBT (electronic benefits transfer) pilot with the Texas Department of State Health Services Texas WIC office. These three food assistance programs, when paired with our Double Dollar Incentive Program (DDIP), can make healthy local food affordable. SFC's DDIP was the first program of its kind in Texas, matching up to \$20 in FMNP, SNAP and WIC benefits that can be used to purchase fruits and vegetables. This third year of DDIP operations has resulted in promising growth, with the potential to train other markets to participate.

SFC also partnered with Superior HealthPlan, Blue Cross and Blue Shield of Texas, and People's Community Clinic, with support for the incentives match from St. David's Foundation, Wholesome Wave Foundation, and Farm Aid.

Sustainable Food Center's community outreach and engagement efforts are working towards increasing access to information and encouraging dialogue among the diverse groups and individuals in the community. We have the privilege of working alongside schools, faith-based organizations, nonprofits, and other public organizations to learn from the community and to share the resources we offer at Sustainable Food Center.

We value our partnerships, as well, such as our collaborative efforts with Texas WIC and the local Travis County WIC clinics. We partner with them to carry out the WIC farmers' market pilot and the Farmers Market Nutrition Program. With their help we have seen a huge increase in the number of WIC families shopping at the farmers' markets for fresh local fruits and vegetables.

- Total sales attributed to the Double Dollar Incentive Program were \$109,968, including \$68,138 for FMNP, \$26,352 for SNAP, \$5,579 for WIC, \$4,159 for People's Community Clinic, \$3,290 for Blue Cross and Blue Shield of Texas, and \$2,450 for Superior Health Care. Incentives totaled \$56,843.
- 40 farmers benefited from these additional sales.
- SFC distributed 3,185 FMNP voucher booklets to WIC eligible families, with a total value of \$95,550 and an expected redemption rate of nearly 80% (final tally available in 2015 after all vouchers have been processed).
- 4,243 Double Dollar Incentive Program transactions were made this year.
- 2,125 SNAP and WIC customers participated in the Double Dollar Incentive Program (DDIP).
- In a detailed study this summer, interviews with families indicate that they obtain 25% or more of their household fruits and vegetables from SFC Farmers' Markets.
- The DDIP also influenced an increase in clients' fruit and vegetable consumption – over 40% of DDIP shoppers reported increased fruit and vegetable consumption.

*“Eating more fresh fruit and vegetables helps cut down on seizures so I’m cutting out all hormonal foods. I need to have a 90% organic diet. My dad helps supplement but DDIP has helped me get more organic food. I’m now able to afford it. I make sure to get to the farmers’ market every Saturday and I get there early to make sure I get a good selection. I spend all \$40 of my Double Dollars every Saturday and I walk away with enough vegetables for the whole week.”*

- DDIP participant

## THE HAPPY KITCHEN/ LA COCINA ALEGRE®

*Food is health.*

In Fall 2013 with the construction of our new teaching kitchen, The Happy Kitchen/*La Cocina Alegre*® (THK) was able to offer practical, fee-based classes. They foster kitchen confidence through seasonal cooking, building of fundamental skills and fun!

Throughout the year, THK continued to provide six-week series of cooking and nutrition education classes lasting 1.5 hours each week. Classes are located in recreation centers, faith communities, schools, community centers, and HEB stores, and led by trained community Facilitators. And for the first time ever, we were able to hold five series in our own building!

THK also continued to host worksite wellness classes in our Teaching Kitchen and out in the community. These classes align with employee wellness programs at workplaces throughout Austin. These classes introduce the community to SFC programs and a healthy lifestyle.

In addition to teaching classes and workshops, THK staff and volunteers converted 1100 sq ft of compacted Bermuda grass into a kitchen herb garden which provides all of the herbs for the on-site cooking classes and an educational space, right outside the back door of the kitchen!



**94% of cooking class participants  
increased their fruit and vegetable intake.**



**SFC PROGRAM ACCOMPLISHMENTS**

## FREE 6-WEEK SERIES

of cooking and nutrition education classes lasting 1.5 hours each week led by trained community facilitators.

- 26 six-week classes serving over 1400 family members
- 75% of family members represented are low-income
- 85% of cooking class participants are Latino or African-American
- 94% of cooking class participants increased their fruit and vegetable intake and 95% are using the nutrition facts label after taking the 6-week class

## FEE-BASED COOKING CLASSES

- 38 classes serving 495 people

## FREE ONE-TIME COOKING CLASSES

showcasing a healthy, culturally appropriate dish and necessary nutritional information. The demos aim to introduce the community to THK and SFC programs.

- 24 classes, serving 621 participants

Three of these classes were Knife Skills classes specifically designed as continuation classes for past 6-week participants.

*“I’m reading labels, eating less salt/sugar, less processed foods. I started a vegetable herb garden, I bought good knives, doing more farmers’ market shopping. This was such a valuable, meaningful, and rewarding experience.”*

*- THK 6-week class series participant*

workshops increase knowledge and capacity among peer-trained facilitators. All workshops took place in our new building.

- 7 workshops
- 69% of Facilitators attended at least one workshop
- 100% of Facilitators obtained City of Austin Food Handler Permit

## FACILITATOR SERVICE

is tracked throughout the year, with the goal of each Facilitator leading a minimum of two six-week class series or four one-time classes

- 56% of active Facilitators achieved this goal, with many surpassing it.

## WORKSITE WELLNESS CLASSES

align with employee wellness programs at workplaces throughout Austin. Topics include “Eat Your Rainbow,” “Lose Weight and Still Eat Great,” “Eat the Local Box” and more. These classes introduce the community to SFC programs and a healthy lifestyle.

- 19 classes, serving 348 people





## GO! AUSTIN / VAMOS! AUSTIN (GAVA)

GO! Austin/VAMOS! Austin (GAVA) is a place-based initiative with the overarching goal of reducing the prevalence of childhood obesity in the 78744 (Dove Springs) and 78745 communities funded by the Michael & Susan Dell Foundation. Through the work led by community leaders, in partnership with residents and nonprofit agencies, GAVA partners are dedicated to strengthening and connecting initiatives that improve the health of families in these communities and increasing access to physical activity and nutritious foods.

In order to achieve the objectives of GAVA, we have established three sectors of work, focusing on changes that can be made in relation to schools, community food access and nutrition, and community physical activity and safety. SFC provides leadership for the community food sector, in addition to administering the grant for the Dove Springs GAVA initiative.

Specific strategies include working with retailers to introduce healthier food options, increasing access to home, community, and school garden resources, improving awareness of and access to local food and farmers' markets, and bringing healthy cooking classes to the neighborhoods.

### Outcomes:

Resident leaders taking part in the food sector, along with SFC staff, are working with grocery and convenience stores to improve food choices and access to nutrition information. With support of City of Austin Health and Human Services Department, the food sector leveraged consultation from The Food Trust, which was delivered to 38 resident leaders from across both zip codes, along with various community partners. The value of this consultation was approximately \$40,000.

SFC has also been working with residents to determine interest in establishing and operating neighborhood farm stands, in addition to ensuring residents have information about existing farmers' markets and food access programs. Of the total Double Dollar Incentive Program clients, 256 of them were from our GAVA neighborhoods, indicating success of our outreach efforts.

Five free six-week cooking class series were organized by The Happy Kitchen/La Cocina Alegre® across the GAVA zip codes (sites include Dove Springs Recreation Center, Houston Elementary, Perez Elementary, Rodriguez Elementary, Widen Elementary), and Grow Local provided support for 10 active school gardens.

## ACCESS TO HEALTHY FOOD

- Conducted 25 one-on-one meetings, 4 neighborhood walks, and 7 house-meetings and listening sessions to learn from residents what critical issues they are facing.
- Identified 8 convenient stores in our target communities with which to work on improving available food choices.
- Launched the Farm to Family preorder and delivery project at Perez Elementary School. This project is based on our Farm to Work/DDIP projects, and is in partnership with the Perez Elementary Wellness team.
- Connected residents and institutions to healthy food resources, including SFC Farmers' Markets and our Double Dollar Incentive Program benefits, Grow Local gardening classes and materials, and The Happy Kitchen/La Cocina Alegre® cooking classes.
- Facilitated 12 monthly food sector meetings.

*“I check my blood sugar every day. I notice the changes when I eat certain foods. It motivates me to continue eating healthfully and learning more. I want to teach others that you can cook veggies that taste delicious – it’s important to learn how to use them. I am motivating most people, to show them that vegetables can be enjoyed like anything else, but people have to learn how to prepare them.*

- Elena, 77844 GAVA leader

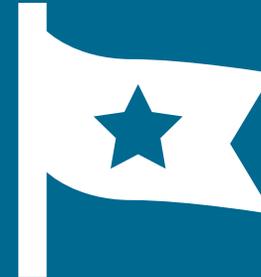


# VOLUNTEERS MEAN OUR SUCCESS



**622**  
HOURS

Spent at community outreach events



**257**  
VOLUNTEERS

Volunteered their time with SFC



**2369**  
HOURS

Donated to the farmers' market

VOLUNTEER ACCOMPLISHMENTS



## FOOD POLICY AND ADVOCACY — *Food is nonpartisan.*

SFC has worked to influence policy at the local, state and federal level. A few of the specific issues and actions this year have included the following:

Ronda Rutledge, SFC's Executive Director served as Chair of the Austin/Travis County Sustainable Food Policy Board (SFPB). The SFPB made recommendations to city and county government officials to achieve the following.

- 1) Increase farm land availability and preservation for sustainable food production, especially for potential farmers with limited resources and from diverse communities;
- 2) Improve food access via improved transportation, affordability, and distribution addressed at different scales through participation in the CodeNEXT process;
- 3) Continue retail capacity work that educates and promotes traditional and non-traditional venues for healthy foods; and
- 4) Continue to promote enrollment and access to nutrition programs, including improving farmer access to/training on EBT technology.

Suzanne Santos, SFC Farmers' Market Director, worked with both state and city/county health officials and with other advocacy partners to implement fair health inspection standards and permit fee structures for farmers' markets. These standards impact the ability of farmers and other

vendors to participate in markets, and also have an effect on the type of educational programming such as cooking demonstrations and sampling that SFC can conduct at our markets. As a positive milestone for local food producers, SFC welcomed the Tough Cookie Company as the first SFC Farmers' Market vendor to participate under the new Texas Cottage Foods law.

Andrew Smiley, SFC Deputy Director, continued to serve on the Austin Independent School District School Health Advisory Council (SHAC) after his three-year term as Co-Chair expired in September 2013. Andrew also works with the Austin/Travis County Health and Human Services Department Community Health Improvement Planning Core Coordinating Committee, with a focus on community-wide planning for access to healthy foods in the built environment.

Other policy efforts included our vocal support for local food production in urban spaces as City Council developed an ordinance to regulate the activities of urban farms. SFC is a strong proponent of urban farming, and submitted input during initial development of the ordinance, commented on the draft ordinance, and submitted testimony to City Council during

the ensuing debates. Following the passage of the ordinance, SFC connected with urban farmers to identify the impacts of the ordinance and to recommend revisions to its interpretation to ease the inspection and permitting burdens. We will continue to be involved in this issue as it affects both our urban farm partners and many of the communities in which we work.





## STAFF ASSIGNED TO POLICY GROUPS

**Ronda Rutledge**, *Executive Director*

Austin/Travis County Sustainable Food Policy Board (Chair), Texas Food Policy Roundtable, OneVoice Central Texas, THI's Texas Health in All Policies Project (Advisory Panel)

**Andrew Smiley**, *Deputy Director*

AISD School Health Advisory Council (Chair), Partnership for a Healthy Texas, National Farm to School Network Policy Committee, plus involvement with Farm and Ranch Freedom Alliance

**Sari Albornoz**, *Grow Local Program Director*

Coalition of Austin Community Gardens

**Joy Casnovsky**, *The Happy Kitchen/La Cocina Alegre® Program Director*

American Public Health Association, Texas Public Health Coalition, American Heart Association, Texas State Advocacy Committee

**Suzanne Santos**, *SFC Farmers' Market Director*

Republic Square Partners, consultation to Austin/Travis Co. Health and Human Services

**Michael Hanan**, *SFC Farmers' Market Coordinator*

Austin/Travis County Sustainable Food Policy Board, Urban Farms Working Group



OUR NEW CENTER



## TEACHING GARDEN & PAVILION

# CONDENSED AUDITED FINANCIAL INFORMATION

## JULY 1, 2013 - JUNE 30, 2014

### REVENUE

Foundation Grants	1,321,913	45%
Capital Campaign	420,848	14%
Program Service Fees	387,093	13%
Contributions	256,084	9%
Contributed Goods & Services	245,960	8%
State & Local Contracts	175,110	6%
Fundraising Events & Other Revenue	138,859	5%
<b>Total Revenue</b>	<b>2,945,867</b>	<b>100%</b>

### EXPENSES

Program Services		
Farm Direct	1,103,330	51%
Grow Local	366,438	17%
The Happy Kitchen/ <i>LaCocina Alegre</i>	376,424	18%
Fundraising	178,790	8%
Management & General	125,829	6%
<b>Total Expenses</b>	<b>2,150,811</b>	<b>100%</b>

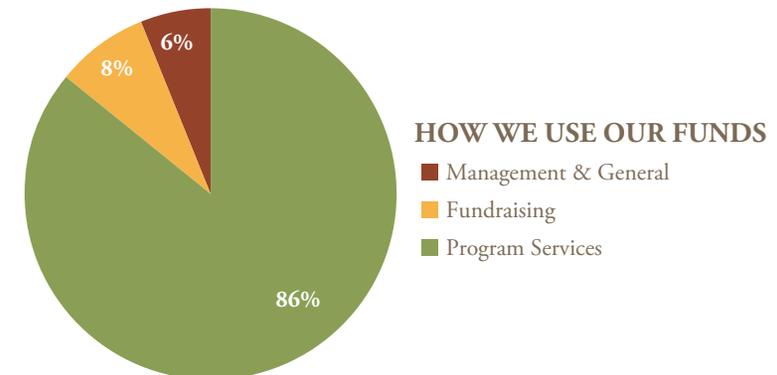
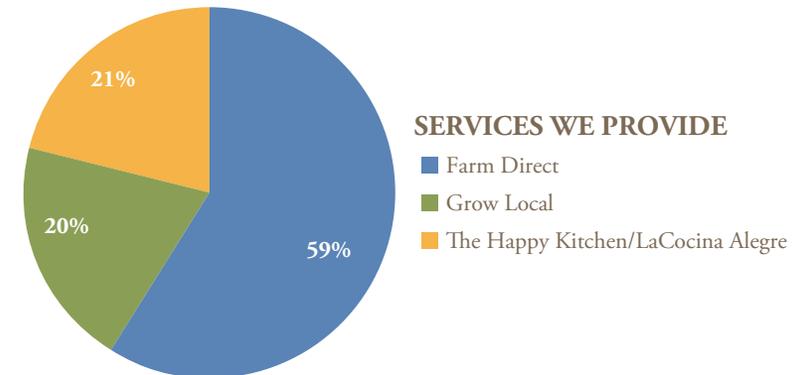
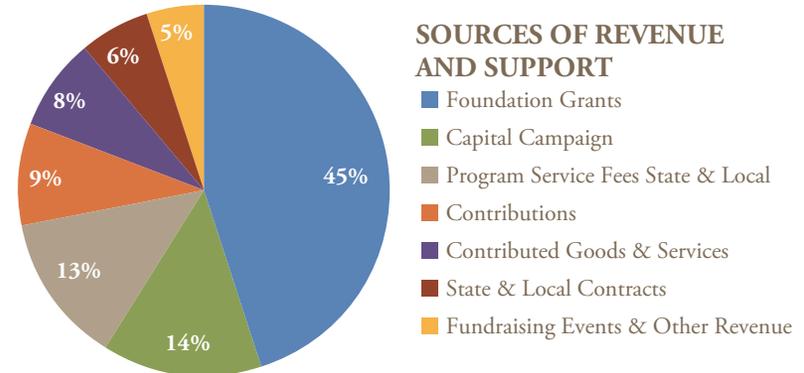
Excess of Revenue over Expenses		
Excess related to Unrestricted Funds		449,232
Excess related to Temporarily Restricted Funds		345,824

### CHANGES IN NET ASSETS

Total Revenue	2,945,867
Total Expenses	2,150,811
Increase in Net Assets	795,056
Net Assets, Beginning of Fiscal Year	3,756,771
<b>Net Assets, End of Fiscal Year</b>	<b>4,551,827</b>

In fiscal year 13-14, Sustainable Food Center charged 8% for fundraising and 6% for management and general.

The full financial statements, audited by Gindler, Chappel, Morrison & Co., P.C., are available upon request by calling 512-220-1089.



## STAFF

**Ronda Rutledge**

*Executive Director*

**Andrew Smiley**

*Deputy Director*

**Debi Vanwey**

*Finance Director*

**Angela Osborn**

*Development Director*

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*Grant Writer*

**Ben Hasan**

*Administrative Coordinator*

**Sari Alborno**

*Grow Local Program Director*

**Bianca Bidiuc**

*Grow Local School Garden  
Manager*

**Ellen Orabone**

*Grow Local Teaching Garden  
Coordinator*

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*The Happy Kitchen/La Cocina  
Alegre® Program Director*

**Adriana Prioleau**

*The Happy Kitchen/La Cocina  
Alegre® Program Coordinator*

**Amy Ramm**

*The Happy Kitchen/La Cocina  
Alegre® Coordinator*

**Molly Costigan**

*The Happy Kitchen/La Cocina  
Alegre® Coordinator*

**Suzanne Santos**

*SFC Farmers' Market Director*

**Cecil Winzer**

*Farm Direct Projects Manager*

**Leah Jones**

*Farm Direct Coordinator*

**Michael Hanan**

*SFC Farmers' Market Manager*

**R. Hunt Grundy**

*SFC Farmers' Market  
Coordinator*

**Matt Macioge**

*SFC Project Manager and Farmers'  
Market Coordinator*

**Claudia Harding**

*Food Access Coordinator*

**Grayson Oheim**

*SFC Farmers' Market Coordinator*

**Brian Couser**

*SFC Farmers' Market Coordinator*

**Simone Benz**

*Community Outreach Coordinator*

**Sophie Fuchs**

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