



IN PROMOTING **NUTRITION**
SECURITY

STRATEGIC PLAN 2022–2027: OVERVIEW

INTRODUCTION

For the past 30 years, The Food Trust has worked to ensure that everyone has access to nutritious, affordable food and information to make healthy decisions. With the onboarding of a new President and CEO, the organization embarked on a strategic planning process that would culminate in charting its future direction for the next five years. Through a robust proposal review period, The Food Trust selected Sort Sol Group to facilitate a process centered around Board and staff participation.



OBJECTIVES

Strategy is built upon an organization's business model, market awareness, and competitive advantage. A strategy can be enduring but needs to change when it is no longer the best way to advance the mission. Therefore, it is important to constantly monitor the environment and the strategy's effectiveness.

With the assistance of Sort Sol Group, The Food Trust underwent a strategic planning process that utilized a variety of methods to capture a deep understanding of the organization and its work. Methods included: background interviews, focus groups, partner survey, organizational capacity assessment, strategy workshops, refinement, internal and external stakeholder feedback, and action planning exercises.

The goal was to create a set of strategic priorities to guide The Food Trust through the challenge and change of the current era. Through the process, The Food Trust also developed new mission, purpose, shared vision and values statements that align with the future direction of the organization.

OUR GOAL →

By 2027, The Food Trust will have mobilized a diverse set of partners to bring about measurable, sustainable, positive change that promotes nutrition security and thriving communities.

MISSION, PURPOSE, VALUES & VISION

Founded in 1992, The Food Trust works with neighborhoods, institutions, retailers, farmers and policymakers across the country to ensure delicious, nutritious food for all. Backed by three decades of research and evaluation, our holistic, community-centered approach to nutrition security weaves together three core programming elements—access, affordability and education—as well as a focus on advocating for public policy solutions.

Delicious, Nutritious Food for All ← OUR MISSION

Shared Values

Passion & Purpose: We are driven by our belief that nutritious food is a human right, and that eating well is an essential part of good health and happiness.

Collaboration & Innovation: We are committed to amplifying communities' collective resources, and co-creating and advocating for adaptable, sustainable, creative solutions to big problems.

Diversity & Inclusion: We strive to create spaces where people of all races, genders, ages, religions, identities and experiences are welcome, and all perspectives are valued.

Responsibility & Learning: We listen and learn as we go, and we are accountable to the communities we serve.

Shared Vision

Everything we do is guided by our vision for a more equitable society, where nutritious food is abundant, people of all backgrounds are nourished and prosperous, and communities are thriving.

ESTABLISHED STRENGTHS

A key component of strategy development is the identification of an organization's unique strengths, or its "competitive advantage." The term "competitive" highlights the reality that any organization must compete for resources in order to advance its mission; however, this does not override the need for, and value of, collaboration with other organizations.

Through a combination of internal and external data collection, The Food Trust examined its strengths relative to other organizations, and tested them through external review. Four key themes were identified that The Food Trust can leverage to make a greater impact:

Strong reputation: Known as a trusted thought leader, The Food Trust has 30 years of experience developing, testing and sharing best practices in every area of its work.

Strong partner who convenes and collaborates well: The Food Trust understands the power of collective impact and establishes cross-sector partnerships to work toward shared goals.

National presence, local feel: The Food Trust works collaboratively with local partners to improve environments and create systems change while advocating for sustainable policies nationally.

Holistic approach: Utilizing a comprehensive approach, The Food Trust works toward nutrition security from multiple angles and through a variety of programs.

» *Through the strategic planning process, The Food Trust also created a Strategy Screen, a decision-making tool that will allow the organization to evaluate new opportunities based on their alignment with its mission, vision, values and strengths.*

PRIORITY AREAS

The Food Trust's 2022–27 strategic plan presents six key priorities that will allow the organization to work collaboratively to effect change, spark innovation, and strengthen infrastructures across programs and departments with the underlying goal of delicious, nutritious food for all.

The first three strategic priorities highlight The Food Trust's continued focus on evidence-based programs that address healthy food access, affordability and nutrition education, while increasing community involvement and exploring new opportunities for multi-sector partnership. The Food Trust will leverage its strengths to convene partners and work collaboratively to advocate for policy change at the local, state and national level.

The three supporting priorities address the importance of maintaining a strong foundation in order for the organization to achieve its goals. Throughout the strategic planning process, The Food Trust will incorporate its values into every aspect of its work and strengthen core operational systems. The organization will also develop a comprehensive business model that supports innovation and long-term financial sustainability.

The following areas represent an actionable and practical vision for the near future:

Strategic Priorities

PROGRAMS: Continuously evaluate, adapt and connect core programs to maximize impact.

- Ensure strong, evidence-based programs through comprehensive evaluation
- Strengthen connections across core programs that lead to greater innovation and impact
- Encourage the expansion and replication of core programs

PARTNERSHIP: Engage with a community-based, cross-sector network of partners to work toward a more just and nourishing food system.

- Prepare the organization to engage more deeply in community-based collaborative work
- Grow our diverse network of partners across systems to collectively address nutrition security
- Engage with partners to identify community assets, address gaps and work toward sustainable change

POLICY: Work with partners to advocate for policy changes that result in more equitable structures and practices at the local and national level.

- Identify priority areas and create a comprehensive interdepartmental policy strategy
- Convene community residents and leaders to build a roadmap for action
- Work collaboratively to influence policies that support equitable practices

Supporting Priorities

PEOPLE & CULTURE: Build an inclusive organization that fosters a positive culture.

- Strengthen processes to ensure equitable practices across the full human resource cycle
- Develop and integrate DEI practices, methods and tools that support an inclusive culture
- Guide and support individuals and teams during organizational change

SUSTAINABILITY & GROWTH: Develop a robust business model that ensures long-term financial sustainability and strengthens our impact.

- Assess current business model and identify opportunities for change, innovation and new revenue generation
- Enhance brand visibility and organizational awareness
- Develop comprehensive fundraising strategy to attract unrestricted resources and inspire expanded investment in our work

OPERATIONS & TECHNOLOGY: Strengthen core operational systems and infrastructures to maximize efficiency and effectiveness and support organizational growth.

- Identify and assess core operational systems, including finance, technology, human resources and office administration
- Organize, update and streamline internal operational systems and processes
- Utilize streamlined systems and leverage data for decision-making

An actionable and practical vision for the next five years: ← OUR FOCUS

PARTNERSHIP: Engage with a community-based, cross-sector network of partners to work toward a more just and nourishing food system



PROGRAMS: Continuously evaluate, adapt and connect core programs to maximize impact

EDUCATION: Promoting delicious, nutritious food choices through hands-on nutrition education and cooking workshops in the classroom, at home and in the community

ACCESS: Ensuring that nutritious food is easy to find in every neighborhood, from farmers markets to corner stores to supermarkets

AFFORDABILITY: Empowering families, supporting farmers, and strengthening local economies through nutrition incentive programs

POLICY: Work with partners to advocate for policy changes that result in more equitable structures and practices at the local and national level

Communities have the power to create a more just and nourishing food system.

← OUR PRINCIPLES

We should all be able to find, afford and learn about the foods that support our health and bring us joy.

Together, we can disrupt the systems that were built to separate us.



The Food Trust

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Sort Sol Group

At Sort Sol Group, we focus on strengthening client impact in practice areas such as business modeling, collaboration, facilitation, governance, leadership, organizational effectiveness, strategy and team development. Bringing a networked consulting model, combined with community learning and development, we co-create knowledge with community leaders to be a collective force for social change.



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