



# LASTING

2019-2021  
Strategic Plan

# IMPACT



**Loaves & Fishes**  
Community Services





Dear Friends,

December 2018

First, we want to thank all the people in our community who have supported our organization in various ways. Without your support, we would not be able to serve the many families in our community that need our help.

We are very pleased to present to you our new Strategic Plan. Since we serve the community, we developed this plan through a dynamic process involving many people from our community, including volunteers, donors, our Community Advisory Committee and, of course, our Board of Directors and staff. We are very excited about where this plan will take us to meet the need of struggling families in our community.

We started our strategic planning process by examining the unmet need in our community. In our current service area of DuPage County, like many suburbs, there is a growing population of the working poor – people who are working hard, but are unable to make ends meet due to low wages and high basic living costs such as housing, transportation, medical care and childcare. The number of people in our service area that are considered low-income or in poverty increased by 82% from the year 2000 to 2018 – to a level where one in five people fall in this situation.

In the past several years, we have done a number of things to address the needs of families in our area. We are providing more healthy food than ever before, sourcing additional healthy food through food recovery and preventing otherwise good food from ending up in landfills. We completed a strategic merger and now have programs which focus on education, health, employment and transportation to help families become self-sufficient.

Our new Strategic Plan focuses on how we can become an even more impactful force on the lives of our clients. We will do this through concentration on healthy food, more health initiatives, and an outcome-based approach for all of our programs to build strong foundations for self-sufficiency.

To make sure we are most effectively and efficiently serving the most unmet need, we'll examine our geographic service area and distribution model, and employ new technologies to deliver programs to more people.

And as always, we will make sure that every donor dollar is treated as a precious resource, and that every volunteer hour is appreciated and celebrated.

Our new Strategic Plan begins in our 35th year of service to the community. Looking back, some incredible things have been accomplished over the years through your support. Looking forward, our new Strategic Plan is ambitious, which is necessary to make a significant impact on the substantial need in our community. We look forward to working with you to help end hunger and transform lives. Thank you.

Sincerely,

  
Mike Havala  
President and CEO



  
Kevin O'Hara  
Board Chair



# ASPIRATIONS

2019-2021 Strategic Plan



**We believe in  
the power of  
community to  
change lives**

## **ASPIRATION 1:**

Significantly impact families' lives through food and programs that promote overall health and self-sufficiency

## **ASPIRATION 2:**

Be a leader in our community and a preferred organization for clients, volunteers and donors

## **ASPIRATION 3:**

Strengthen operations and financial position to facilitate growth in client impact

## **VISION**

Ending hunger.  
Transforming lives.

## **MISSION STATEMENT**

To provide healthy food and impactful programs to promote self-sufficiency.

## **CORE VALUES**

Community

Compassion

Dignity

Hope

Service





# ASPIRATION 1

Significantly impact families' lives through food and programs that promote overall health and self-sufficiency

**OBJECTIVE 1:** Programs that are highly impactful, measurable, collaborative and supported by strong data

**OBJECTIVE 2:** Loaves & Fishes CARES programs that target overall health of clients and self-sufficiency

**OBJECTIVE 3:** Food programs that focus largely on healthy foods

**OBJECTIVE 4:** Plentiful sources of low/no cost and diverse healthy food

**OBJECTIVE 5:** Geographic service area that efficiently serves the most need

**OBJECTIVE 6:** Strong advocate of broader anti-hunger and food insecurity issues



*"I was out of work, sick for a month and didn't have enough savings to make it through. You provided assistance and helped me keep my home and my car. Also, the food pantry was a life-saver. Thank you so much for your kind compassion and helpful assistance. I appreciated your non-judgmental attitude."*

*~ Karen, Loaves & Fishes client*





# ASPIRATION 2

Be a leader in our community and a preferred organization for clients, volunteers and donors

**OBJECTIVE 1:** High level of awareness and meaningful participation in the community

**OBJECTIVE 2:** The best volunteer experience in our community

**OBJECTIVE 3:** Highly effective donor stewardship



*"Volunteering here gives me so much purpose. I know that Loaves & Fishes is grateful for my volunteering, but I am even more thankful that I work with our clients and can see by their response to me that I'm helping them. I get more out of it than they do."*

*~ Jessica, Loaves & Fishes Volunteer*





# ASPIRATION 3

Strengthen operations and financial position to facilitate growth in client impact and self-sufficiency

**OBJECTIVE 1:** Technological capability that efficiently grows impact of programs, provides additional healthy foods, streamlines operations and increases fundraising

**OBJECTIVE 2:** Financial position which provides capital for growth

**OBJECTIVE 3:** Delivery model that employs innovation for food and services

**OBJECTIVE 4:** Physical space and vehicles which facilitate all aspects of our strategic plan



*"For years I would 'bring a can' to wherever collections were going on, not fully realizing what an impact it would have on the recipients. Now that I find myself on the receiving side, I am **SO GRATEFUL** for everybody who donates and runs the programs. Bless you all for that you do."*

*~ Marlene, Senior Home Delivery client*



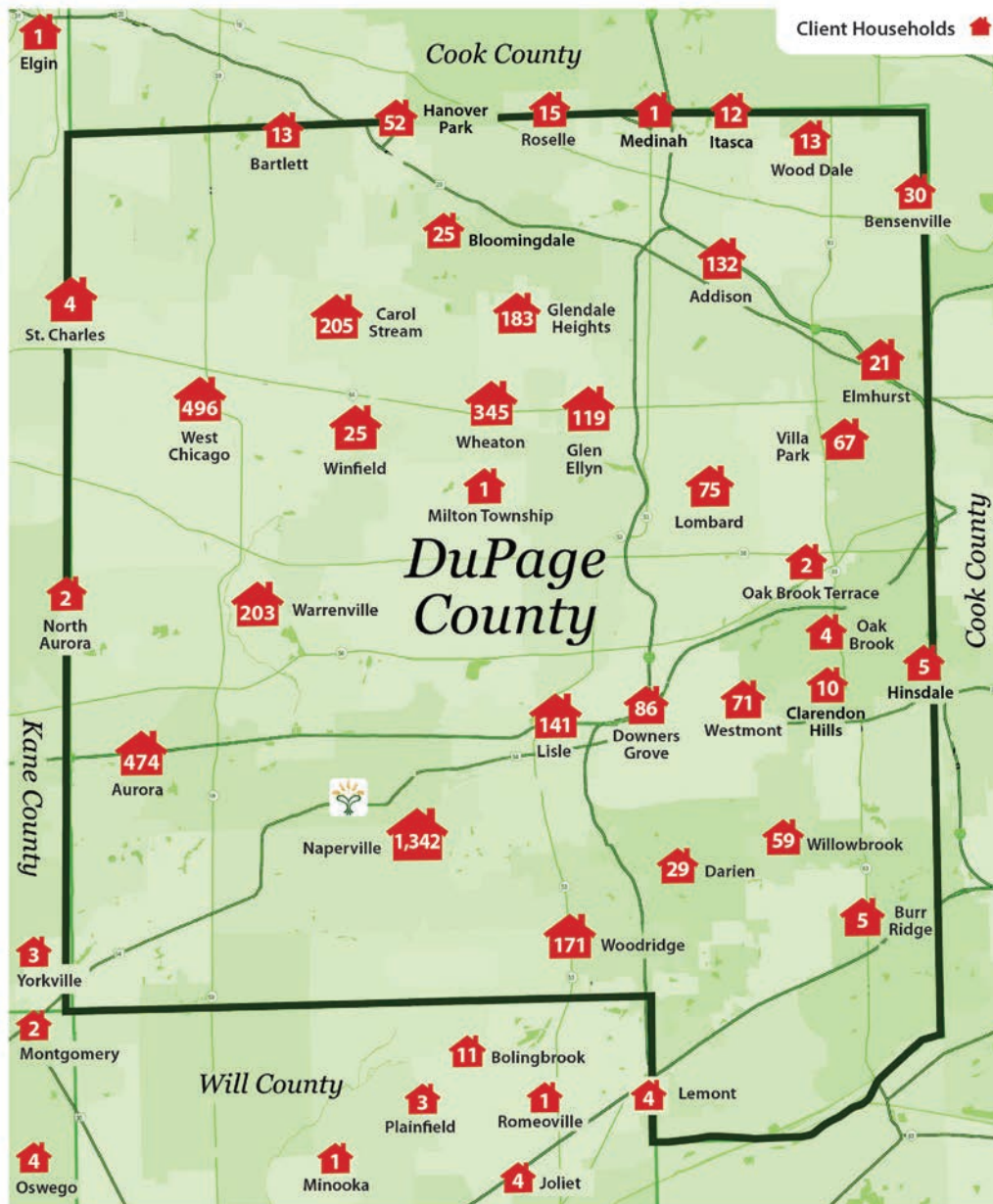
# NEEDS OF OUR NEIGHBORS



## STRUGGLING FAMILIES IN DUPAGE COUNTY

### Client Households

This map shows the number of client families in each community who are served by Loaves & Fishes.



Demographics FY18 (7/1/17-6/30/18)

**1 in 5**  
**people**  
in DuPage County  
are low-income/  
poverty

**173,000**  
people in DuPage  
County who are  
low-income/  
poverty

**82%**  
Increase in  
low-income/  
poverty since  
2000

Source:  
2018 Impact DuPage  
Community Profile

## VISION

Ending hunger. Transforming Lives.

## MISSION

To provide healthy food and impactful programs to promote self-sufficiency.

**loaves-fishes.org**

volunteer • donate • support



**Loaves&Fishes**  
Community Services

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