

# NOURISH TOGETHER

2026-2028  
Strategic Plan



COMPASSION. DIGNITY. HEALTH. HOPE. SERVICE.

# *A Message From Our* **CEO & BOARD CHAIR**

Dear Friends and Partners,

The need in our community is clear. More families are struggling to put healthy food on the table, and the challenges they face extend far beyond hunger alone. Food insecurity is tied to health, finances, employment, and mental well-being, and addressing it requires more than a single solution.

This Strategic Plan reflects our commitment to meet that need head-on.

At Loaves & Fishes, our goal is to provide comprehensive support that helps people move forward. That starts with reliable access to healthy food, and it continues through our CARES programs, which focus on the whole person: physical health, financial stability, employment readiness, and mental health. We are committed to ensuring every client who comes through our doors is met with dignity, opportunity, and a pathway toward stability.

To meet growing demand across our service area, this plan also prioritizes deeper community engagement. By strengthening relationships and expanding our presence, we can better evaluate and respond to local needs.

Sustaining and progressing our work requires strong resources. Our Strategic Plan focuses on growing and leveraging our people, facilities, food sources, and technology so we can operate efficiently and serve more neighbors.

Finally, we know progress happens through partnership. By building and strengthening collaborations, we will expand our reach and efficiently use community resources by ensuring our work is connected, coordinated, and impactful.

With your partnership, Loaves & Fishes will continue to meet immediate needs and build a stronger, healthier community for all.

Thank you for your continued support.

Sincerely,



A handwritten signature in black ink, appearing to read 'Mike Havala'.

**Mike Havala**  
President and CEO



A handwritten signature in black ink, appearing to read 'Kristen Refness'.

**Kristen Refness**  
Chair, Board of Directors



# ASPIRATIONS



## CLIENTS

### ASPIRATION 1

Move clients toward self-sufficiency by providing comprehensive access to healthy food and CARES programs that focus on four aspects of health: physical, financial, employment and mental.



## COMMUNITY

### ASPIRATION 2

Serve as a leading organization for volunteers and donors by significantly expanding and deepening community engagement across our service area.



## RESOURCES

### ASPIRATION 3

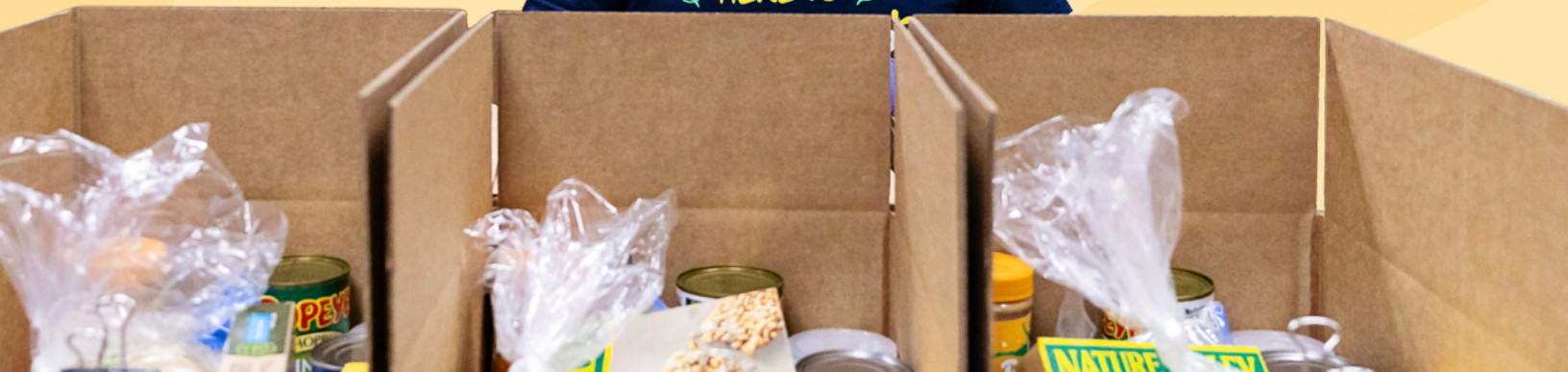
Leverage and grow our team, facilities, food sources and technology to advance client impact.



## COLLABORATION

### ASPIRATION 4

Build transformational collaborations that strengthen system-wide responses to food insecurity and promote self-sufficiency.



## VISION

*Ending hunger. Transforming lives.*

## MISSION

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



# CLIENTS

## ASPIRATION 1

Move clients toward self-sufficiency by providing comprehensive access to healthy food and CARES programs that focus on four aspects of health: physical, financial, employment and mental.

### OBJECTIVES

1. Food programs accessible deeper into our service area, focusing on unmet needs
2. CARES programs that are scaled for broader impact







WE ARE **DEDICATED**  
**TO HUNGER RELIEF &**  
**TO ADDRESSING THE**  
**DEEPER CHALLENGES**  
THAT COME WITH IT.



1 in 5 people in our  
community live in  
low-income/poverty.

**“This place saves my family  
weekly. From the staff to the  
healthy options available I can’t  
thank this program enough.  
Programs like these are why  
good still exists in the world.”**

*– Kristen,  
Loaves & Fishes Client*



# COMMUNITY

## ASPIRATION 2

Serve as a leading organization for volunteers and donors by significantly expanding and deepening community engagement across our service area.

### OBJECTIVES

1. High level of awareness of our programs and impact by our community
2. Volunteer program that grows and develops alongside our innovation and impact, where the volunteer experience is best in class
3. Expansion and deepening of donor engagement, fundraising and marketing aligned with our client needs and service area
4. Valuable participation by Loaves & Fishes in our community
5. Strengthened community understanding of food insecurity and self-sufficiency challenges that inspires informed action







TOGETHER, WE  
**NOURISH MORE**  
**NEIGHBORS** IN NEED  
& BUILD A **STRONGER**  
**COMMUNITY.**

**“Life has plenty of ups and  
downs and through it all,  
volunteering gives me joy  
because I can give back.”**

*– Alicia,  
Loaves & Fishes Volunteer*



# RESOURCES

## ASPIRATION 3

Leverage and grow our team, facilities, food sources and technology to advance client impact.

### OBJECTIVES

1. Team (staff/volunteers) that powers growth in food programs and CARES programs
2. Expanded Hub facility and spoke locations that are designed to best serve the needs of our clients and spoke partners
3. Financial resources that enable growth in food programs and CARES programs
4. Food sources/partners that economically provide plentiful and diverse healthy food
5. Technology and data analytics that provides meaningful information, streamlines operations and is a catalyst for innovation







**HUNGER IS RISING IN  
THE U.S. AND IN OUR  
COMMUNITY.**

**FOOD INSECURITY  
HAS INCREASED BY  
MORE THAN 50%**

**SINCE 2019 IN OUR  
SERVICE AREA.**

**We've built a model that  
works. Now, in response to  
the rising need, we're ready  
to take it to the next level.**



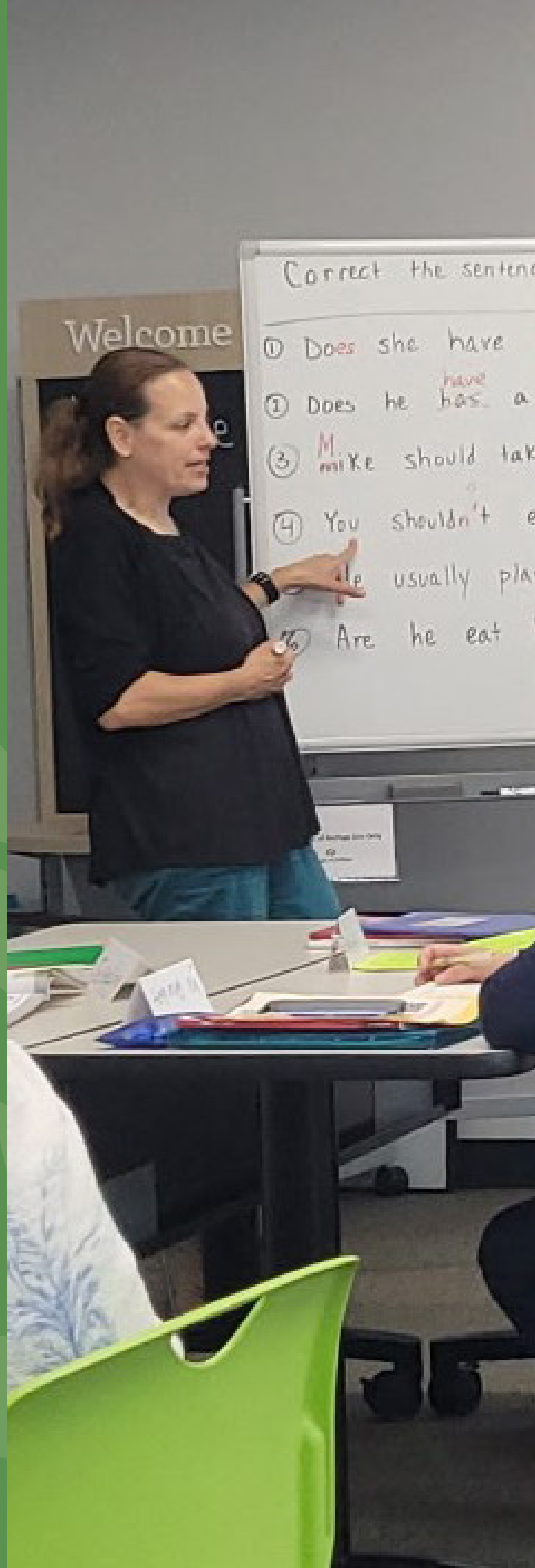
# COLLABORATION

## ASPIRATION 4

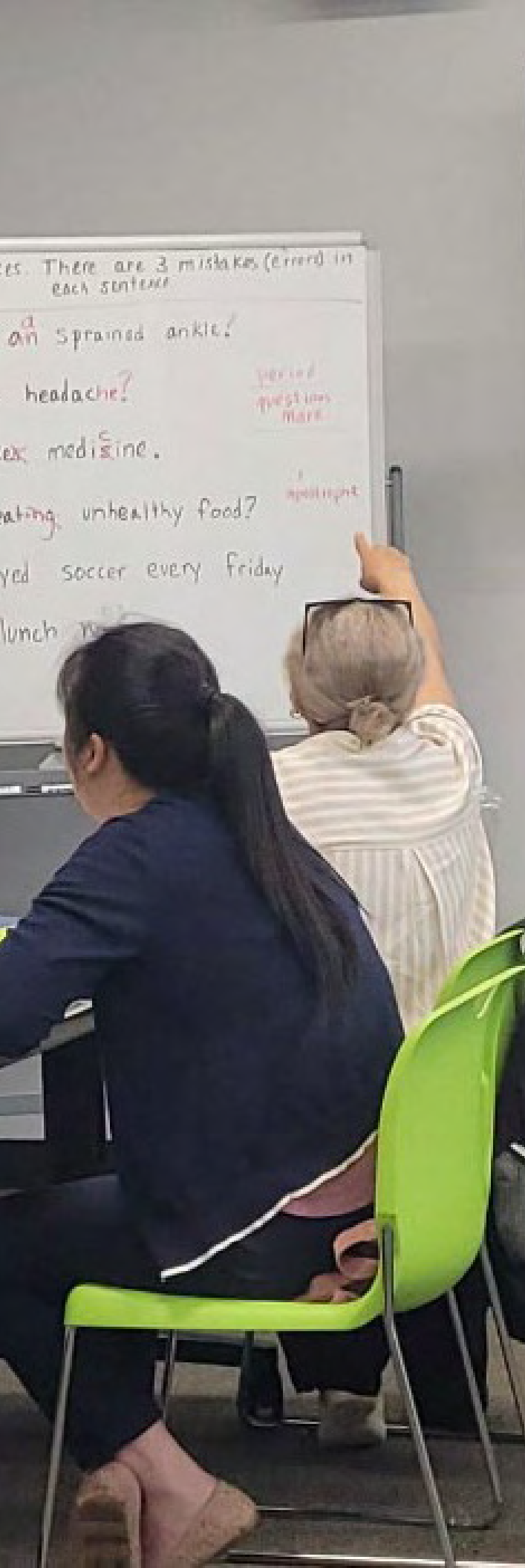
Build transformational collaborations that strengthen system-wide responses to food insecurity and promote self-sufficiency.

### OBJECTIVES

1. Culture of collaboration as a catalyst for system improvement
2. Deep long-term partnerships that leverage community resources to increase collective impact
3. Collaboration enabled through expanded Hub facility to increase healthy food, create operational efficiencies and reduce costs to serve clients
4. Shared resources that strengthen best practices in programs and operations across the regional network







# COLLABORATION IS **AT THE HEART** OF LOAVES & FISHES' MISSION.

**We collaborate directly  
with 70 plus organizations  
in our community,  
including fellow food  
pantries, to better serve  
our neighbors.**



## CONTACT INFORMATION

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**Loaves & Fishes**  
Community Services  
*Ending Hunger. Transforming Lives.*



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