



Promoting a Hunger-Free Community Since 1982



# Annual Report 2019-2021

# From our Executive Director

On March 17, 2020, Kalamazoo Loaves & Fishes pivoted. All pantry sites outside the main facility closed; most volunteers stayed home. We felt a deep responsibility to our community to step up in the face of uncertainty. As I look back now, two years later, I am amazed, honored, and proud of the work that we all accomplished.

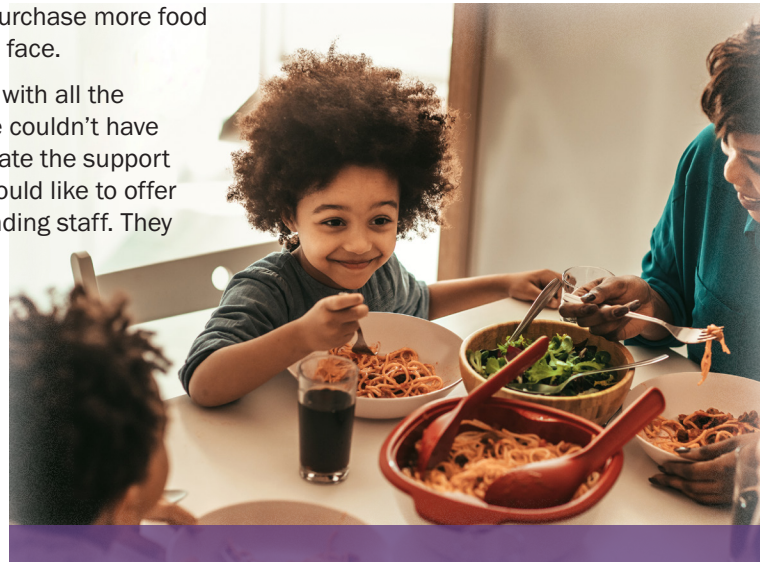
To provide accessibility, we began delivering grocery food orders all over the county that very first week, a program that grew and continues today. Generous local agencies also helped KLF distribute food by picking up orders and delivering to families. We developed valuable alliances during those early days, often unexpected partners with whom we may never have connected with during normal times.

There were many challenges throughout. The charitable food supply disappeared and then reappeared thanks to the USDA and its Farmers-to-Families Program. Then, in 2021, USDA food began disappearing again, forcing KLF to purchase more food than ever before in its history—a challenge we will continue to face.

We are strategically looking forward to the next 5 to 10 years with all the lessons we've learned. However, one thing is crystal clear—we couldn't have done any of this without our amazing community. We appreciate the support and the flexibility that we have encountered at every turn. I would like to offer a special thank you to our Board of Directors and our outstanding staff. They kept showing up every day, contributing ideas and energy to make sure we fulfilled our promise to our community.

Between March 17, 2020 and March 17, 2022, we distributed 8,388,465 pounds of food to over 11,000 households annually, including nearly 3,000 that were facing food insecurity for the first time. It's both heartbreaking and extraordinary. It was possible, however, because we all worked together.

**Jennifer E. Johnson**



“ I’m usually the one helping people, not asking for help. But we’ve had a rough six months with unexpected medical bills and other expenses. This is wonderful! I need to learn to accept help as difficult as it may be. ”

**– Jade, KLF Client**

## Board of Directors

2019-2020

2020-2021

D’Angelo Bailey  
Martha Betke  
Herb Boyer  
Chris Burns  
Ryan Conboy  
Rob DeWit  
Leo Goddeyne  
Daniel C. Haines  
Jason Heystek  
Emily Turner Hollman  
Melissa Intindola

Kevin Janssen  
Rob Kakuk  
Chad Koller  
Kim Labadie  
Phalon Lewis  
Mary Marshall  
Carrie Nicholson  
Laurel Ofstein  
Jeff Pohler  
Morgan Rogalke  
Joshua Schultz

# Impact of COVID-19

Before	Service	After
19	Pantries located within community centers, social services organizations, and churches	10
11	Pantries in public schools	11
Yes	Appointments scheduled through centralized call center	Yes
No	Curbside pick-up at most locations	Yes
No	Home Delivery Program	Yes (60 deliveries/day)
Yes	In-person shopping with points system	Yes (only at select locations)
No	Core food list provided for each order	Yes
4 days	Number of day's worth of food in each order	7 days
5	Monthly mobile food distributions	11
600	Average weekend food packs per week to 11 school buildings	600
8-10 agencies	Supply food for agencies who provide congregate meals, emergency food packs, and pantry service	15-18 agencies
Yes	Commodities program for senior citizens	Yes
400	Weekly volunteers	200
19	Staff members	22



# Food at a Glance

Securing food to meet our service commitments has been quite an adventure. The figures below illustrate an unusual 24-month period in KLF's history.

## USDA Direct Distributor

Because of our size and logistical capacity, KLF became a direct distributor of United States Department of Agriculture (USDA) product in October 2019. This allows us to receive a larger amount of USDA items for distribution. Previously, we had received this product through the Feeding America Charitable Food Network.

## Farmers-to-Families Food Program

In March 2020, the food supply chain was severely disrupted. Due to restaurant closures, event cancellations, and trade policies, the agricultural industry found itself with not enough outlets for inventory. This excess inventory was diverted to charitable organizations resulting in an unprecedented amount of extra dairy, meat, and produce between April and December 2020.

## Fewer Food Drives

With several of our largest annual food drives cancelled due to COVID, we had a drop in community food donations.

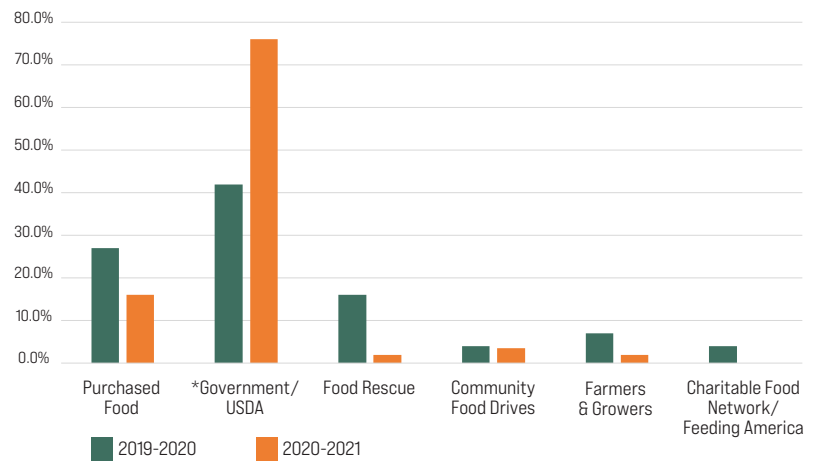
## Distribution Model Change

Prior to the pandemic, KLF offered approximately four-days' worth of food at each visit. That amount has grown to seven-days' worth of food and includes core food items such as milk, bread, and eggs at each visit. This model change has significantly impacted our procurement plans.

## High Food Costs and Supply Chain Challenges

The past 12 months have been challenging due to increased food and shipping costs. As the world unfolded from the early days of the pandemic, the amount of USDA food received was greatly reduced and our purchased product increased tremendously.

### Where We Get Food



#### Purchased Food

To meet service commitments and maintain nutritionally balanced food options, we must turn to the wholesale market to keep our shelves stocked.

#### Government/USDA

As a direct distributor of USDA product, we have access to certain commodities through The Emergency Food Assistance Program (TEFAP) and the Commodities Supplemental Food Program (CSFP).

#### Food Rescue

We work with grocers to pick-up food that is no longer on shelves because of "sell by" or "best by" dates but is still fine for consumption.

#### Community Food Drives

Food drives provide lots of variety and help us secure items that are difficult to purchase in bulk.

#### Farmers & Growers

Local growers and farmers provide fresh-from-the-field produce that's essential for a balanced and healthy diet.

#### Charitable Food Network/Feeding America

Feeding America has a network of food banks across the country. Until October 2019, KLF received some product from this food network, including USDA food items. When we became a direct distributor of USDA product, we became independent from Feeding America.

\*The influx of COVID-related USDA product was unusual during this time. This percentage has dropped significantly and been replaced by purchased food.

“ I just want to tell you how much this delivery means to me. I just had major surgery and can't get around well. Money has been tight, so the groceries help so much. ”

– Linda, KLF Client

# Our Programs

2019-2021

These numbers reflect a two year period.

## Grocery Pantry Program

As our largest program, the Grocery Pantry Program provides food assistance through a network of pantries, home deliveries, and caseworker pickups. Individuals and families receive approximately seven-days' worth of food at each visit, including milk, eggs, bread, juice, meat, produce, and non-perishables. Eleven of KLF's pantries are located inside public school buildings.

Food Orders Provided: 209,024  
 New Households Served: 2,894  
 Unduplicated Households: 11,124  
 Unduplicated Individuals: 32,790

## Mobile Food Initiative

These distributions are designed to provide supplemental food items for families. No referral or appointment is necessary to receive food at these regularly scheduled distributions.

Distributions Held: 193  
 Total Recipients: 15,523

## Weekend Food Pack Program

In partnership with Communities in Schools and local school districts, we provide kid-friendly food packs each week to help bridge the weekend food gap for students who rely on school-meal programs.

Packs Distributed: 34,047  
 Distribution Sites: 11

## Partner Agency Program

Partner agencies can access our inventory free-of-charge to support congregate meal programs and/or pantries within their organization.

Agencies Receiving Food: 25  
 Average Households Served: 700/mth

## Commodities Supplemental Food Program

This program is designed to get additional groceries in the hands of low-income senior citizens. Food is delivered directly to local housing complexes and other easily accessible locations.

Recipients: 550/mth  
 Distribution Sites: 18

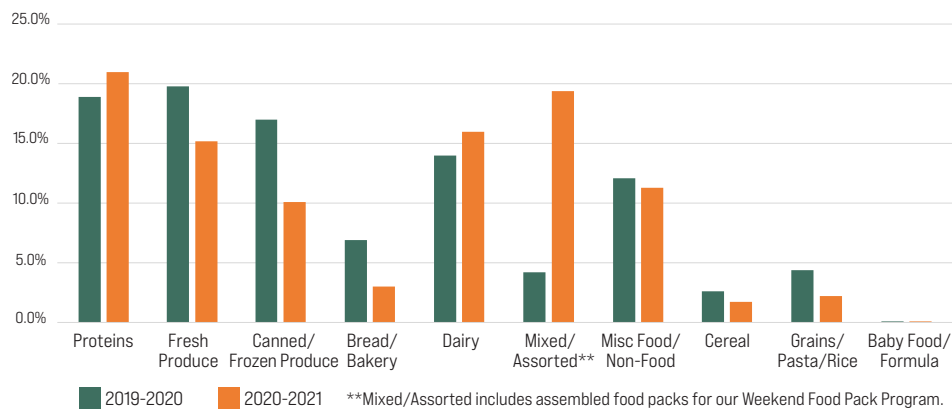
## Targeted Outreach

Food insecurity is unique to each person and, for some, accessing our traditional programs is a challenge. Our targeted outreach initiatives are designed to support specific populations including refugees or those experiencing homelessness.

Emergency Packs Distributed: 10,791

## What We Distributed

Proteins and produce continue to be the most requested and distributed items in our programs.



## Total Pounds Distributed



3,559,049  
2019-2020



4,829,416  
2020-2021

# Financials

Revenue	2019-2020	2020-2021
Contributions	89.1%	94.2%
Special Events	0.6%	0.2%
Grants	10.0%	5.5%
United Way	0.1%	0.1%
Misc Income	0.2%	0.0%
<b>Total Revenue</b>	<b>\$8,386,132</b>	<b>\$11,167,656</b>

Expenses	2019-2020	2020-2021
Program Services	90.8%	93.4%
Management & General	6.0%	4.2%
Fundraising	3.2%	2.4%
<b>Total Expenses</b>	<b>\$7,349,736</b>	<b>\$10,218,769</b>

Volunteer Time	\$880,546	\$268,885
Donated Food*	\$4,126,331	\$7,474,792

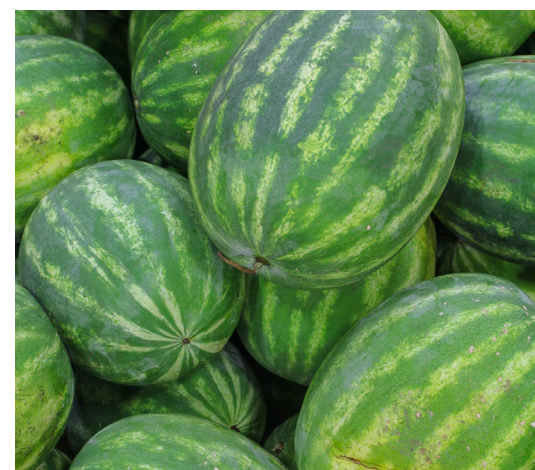
<b>% of Contributions that Supported Program Services</b>	<b>90.8%</b>	<b>93.4%</b>
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*In 2020 and early 2021, KLF received an outpouring of COVID-19 related support from individuals, corporations, and government. This support came in the form of both funds and in-kind food support from the USDA. The figures above show this unusual and deeply generous influx of resources. The figures also illustrate the dramatic drop in volunteer hours after the onset of the pandemic.*

\*The value of donated food is included in the total revenue and expense figures.

“ You know, this place was my lifeline when my kids were little. I was a single mom, and there was never enough money to last the month. ”

**– Camille, KLF Donor and Former Client**

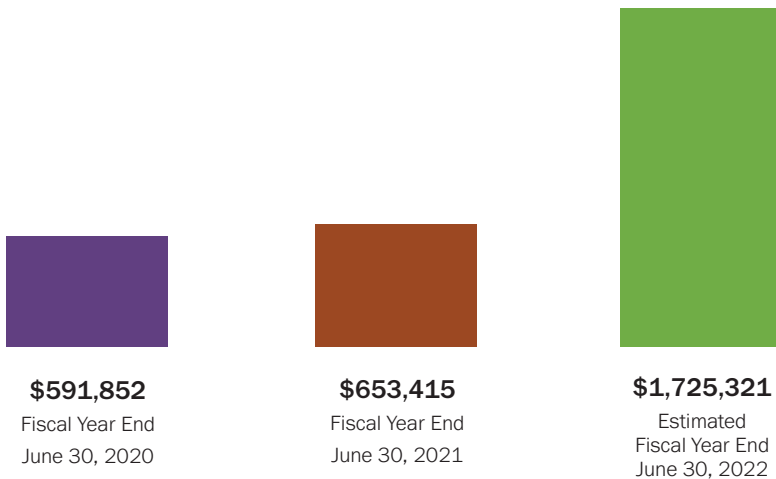


# Looking Ahead

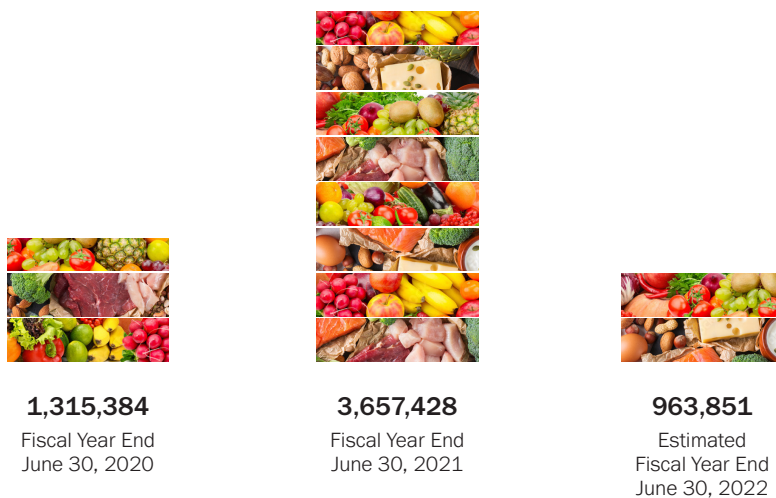
## Key Lessons from 2020 and 2021

- **How people access food assistance has changed.** The curbside pickup model was required in nearly every aspect of life during the height of the pandemic. In a recent survey, we've found that over 65% of our clients really like this model and want it to remain in place. It is necessary to find ways to accommodate both those who want curbside pickup and those who want to shop in-person.
- **The food supply chain is more volatile than ever.** This has always been true, but more so in the wake of the pandemic. Every month, we face a different challenge in food supply. Cancelled orders, shipping delays, higher food costs—we've seen it all. Throughout the current fiscal year, the flow of USDA product has slowed tremendously while at the same time the cost of purchased food has risen.
- **The 'great staff resignation' is a real thing.** After any significant event, people review their lives and often decide to make changes. We've had staff members leave to pursue higher education, relocate to be closer to family or follow love, retire, and explore other fields. Saying goodbye can be difficult, but we've gained great new talent and fresh perspective.
- **We need community partners, donors, and volunteers.** These relationships remain the mighty force behind our mission.

### Purchased Food Costs



### USDA Donated Food (in pounds)



## Goals for 2022 and Beyond

- **Strengthen food supply partnerships.** KLF provides not only food assistance, but also a wide variety of nutritionally balanced items. With the volatility of the food supply chain, it's important to have depth in our food sources so we can continue to secure the items we need.
- **Continue to engage our clients in program development.** KLF exists to serve the community. As we continue to formulate our post-pandemic model, the feedback from those we serve is vital.
- **Solidify measurement tools.** In July 2021, we launched a new customer database. Utilizing this data along with our inventory data, we are striving to establish new measurement tools to assist with inventory flow, food order size, and general warehouse efficiencies.
- **We must be okay with some uncertainty.** The pandemic changed everything, and the impact is still unfolding.





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**Kalamazoo Loaves & Fishes will feed hungry people and engage our community in the fight to end hunger.**