

OUR TEAM

Joan Atwell

Call Center Coordinator

Andrea Macklin

Volunteer Coordinator

Bill Brown/Paul Bushek/Bob Decker/Ray Kuerth Warehouse Assistants

Art Cole

Program Director

Carol Cormack

Office Coordinator

Greta Faworski

Resource Development Director

Deb Josephson/Linda Fuhlbrugge Fox

Program Manager

Lizbeth Fuentes Rosas

Program Coordinator

Joe Galaviz

Warehouse Coordinator

Meg Gernaat

Marketing Coordinator

Dave Hafer

Procurement & Transportation Coordinator

Kim Hinds-Lepsy

Melzer Pantry Coordinator

Phyllis Hepp

Organizational Development Director

Jennifer Johnson

Executive Director

Denise Koning

Human Resources Director

Katie Munson-Paauwe

Development & Communications Coordinator

Jackie Smith

Douglass Pantry Coordinator





A NOTE FROM OUR LEADERS

WE OFTEN TELL PEOPLE that there is no typical face of hunger. Tough times can fall on anyone from any background — oftentimes when they least expect it.

Similarly, there is not one surefire way to provide food assistance that will reach everyone who needs it. Over the past 36 years, we have built a strong network of pantries throughout Kalamazoo County that is equipped to provide thousands of four-day food orders each year — over 166,000 this year to be exact. With numbers that high, we must be close to meeting the need, right? The reality is that, for numerous reasons, there are many people in our community who need food assistance but are either being underserved or not served at all. Throughout the past two years, we have carefully explored these reasons and brainstormed how Kalamazoo Loaves & Fishes can respond.

One thing we quickly recognized is that the capacity of our pantry network was an issue. Our pantries were reaching capacity very early in the day. We were frequently hearing that, by the time they could reach us via phone, many people found the pantries were already full for the day. This realization led to an intensive service model review and, ultimately, to a model change implementation in 2019. To open capacity for new and underserved clients, everyone will be eligible for the same number of pantry visits each year. Previously, individuals could get extra serves with a caseworker referral which unintentionally resulted in a small group of people taking up a large percentage of our capacity. For the majority of people we serve, this change will increase access to food assistance.

We also began exploring non-traditional ways of getting food out the door. For some, making an appointment and traveling to a pantry can be very difficult. It could be due to disability, lack of transportation, work schedules, language barriers, time constraints, mental illness — any number of reasons. As a response, we piloted some additional methods of distribution. We opened several new school-based pantries. We began frequent distributions at homeless encampments and churches serving refugees. We forged relationships with several partners who serve non-traditional students such as teen parents or working adults.

But this is just the tip of the iceberg. There is much work to be done. In addition to looking internally, we must also continue to partner with others to strengthen the safety net for those who are struggling. We must continue to advocate for our clients and to fight for positive change within our community. As the largest provider of grocery assistance in the area, we believe it is our responsibility to avoid being comfortable with the status quo. We must move forward and find ways to use our resources to provide food to as many hungry people as possible.

We couldn't do this work without you. Thank you for standing with us and making this possible.

JENNIFER JOHNSON

Executive Director

HERB BOYER
Board President

OUR BOARD OF DIRECTORS

Rob DeWit/Herb Boyer President

Martha Betke Vice President

Sara Sweers Treasurer

Kim Labadie Secretary Chris Burns Ryan Conboy

Leo Goddeyne Jason Heystek

James Houston Melissa Intindola

Kevin Janssen Rob Kakuk

Phalon Lewis Karen McPhail

MISSION

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

VISION

Kalamazoo Loaves & Fishes works toward a hunger-free community.



FOOD FOCUS

\$1 = 3 MEALS

WE SAY THIS ALL THE TIME, but how do we really establish this number? People often ask, "Can you really provide enough food for three meals with just one dollar?" The answer is yes – and here is the story behind the number.

Every time a family visits one of our pantries, they are able to select enough food for four days — the equivalent of 12 meals — for each member of their household. The quantity is based on the USDA food chart and its recommendations for the total amount of proteins, grains, fruits, and vegetables that should be consumed each day for optimal nutritional balance. When shopping, families can choose how they "spend" their points in each nutritional category. This choice system allows families to select the options that make the most sense for their households.

Through our food procurement efforts, we aim to achieve a specific cost for each four-day food order. For the 2017-2018 fiscal year, our target cost goal was \$2.66. The cost fluctuates each month based on food supply and availability, but we ended the year with an average cost of \$2.56 per four-day food order — the equivalent of 12 meals. Therefore, last year, \$2.56 = 12 meals. Depending on food availability, we can usually secure a little more than 3 meals for just one dollar, but it remains a solid number that we aim for (or below) each year. This ongoing cost containment and monitoring is essential for us to serve as many people as we do while maintaining nutritional goals.

THE HIGHLIGHTS



WE'RE PROUD TO REPORT

- Through all our programs, we distributed food at 77 different locations in Kalamazoo County.
- We provided food to over 28,000 unduplicated individuals in our community.
- 91.8% of contributions went directly to program services to fight hunger.



WE COULDN'T DO IT WITHOUT YOU

- 97% of our financial support comes from LOCAL individuals, corporations, churches, and foundations.
- Over 400 volunteers help support every aspect of our organization EACH WEEK.
- 1/3 of our food was donated by local individuals, farmers, and grocery stores.



FEEDING HUNGRY PEOPLE

Kalamazoo Loaves & Fishes operates five hunger-relief programs in Kalamazoo County. These programs include:

The **Grocery Pantry Program** is the largest and longestrunning of KLF's food programs. This program connects people to our 29 pantries throughout Kalamazoo County.

The Weekend Food Pack Program is a partnership with Kalamazoo, Parchment, and Comstock Public Schools. We provide weekly packs of food to cover breakfast and lunch during the weekend for up to 850 students when other food sources may be scarce. School personnel identify those most in need of this program.

The **Mobile Food Initiative** provides supplemental grocery items at five KLF-sponsored sites throughout the county each month on regularly scheduled dates. No referral or appointment is necessary to receive food at MFI distribution sites.

The Commodity Supplemental Food Program provides additional groceries to low-income senior citizens, delivered directly to local housing complexes.

The **Agency Support Program** supplies food to local agencies that serve hot, ready-to-eat meals to vulnerable populations in Kalamazoo County.

GROCERY PANTRY PROGRAM

Four-Day Food Orders Filled 165,425 Number of Pantries 29 New Households Served 1,779 Cost of Four-Day Food Order \$2.56

WEEKEND FOOD PACK PROGRAM

Packs Distributed 21,476 Number of Schools 16

■ MOBILE FOOD INITIATIVE

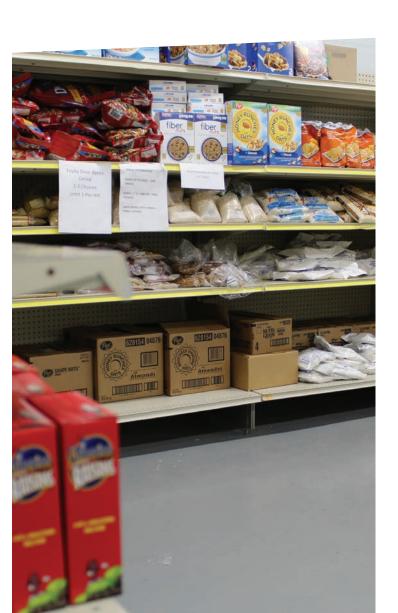
Number of Distributions 48 Total Recipients 14,655

COMMODITY SUPPLEMENTAL FOOD PROGRAM

Registered Seniors 650 Number of Distribution Sites 16

AGENCY SUPPORT PROGRAM

Partners Receiving Food 27 Pounds of Food Distributed 359,272



SCHOOL-BASED PANTRIES

ALLEVIATING CHILDHOOD HUNGER is one of our top priorities. During 2017–2018, KLF opened several full-service pantries within Kalamazoo Public School buildings. Full-service pantries have refrigeration, freezer capability, and can provide families with a four-day food order like any other site in the Grocery Pantry Program. As of June 2018, school-based pantries are located at:

- El Sol Elementary
- · Woodward School for Technology and Research
- Northeastern Elementary
- Maple Street Magnet School for the Arts
- Kalamazoo Central High School

For 2018–2019, full-service pantries are planned for Washington Writer's Academy and Spring Valley Center for Exploration.

Several school buildings have "hybrid" pantries. These pantries carry snacks and single meal items for children who need them. Hybrid pantries are located in:

- Hillside Middle School
- · Linden Grove Middle School
- Loy Norrix High School

School-based pantries are offered in collaboration with Kalamazoo Public Schools and Communities in Schools of Kalamazoo.

FREEZER/COOLER EXPANSION

KLF IS COMMITTED TO PROVIDING FOOD that is good quality and nutritionally-balanced. To secure a wide variety of quality food at a reasonable price, it is essential to have targeted food procurement efforts and strong relationships with food wholesalers, farmers, and grocers. These relationships have opened the doors to more fresh produce, quality protein options, and greater savings through bulk purchasing opportunities.

However, the space constraints of the current cooler and freezer at the 901 Portage Street warehouse have created roadblocks to securing this much needed inventory. In many cases, it has been necessary to decline opportunities for bulk purchasing of frozen food because there is not enough cold storage space. It has also been difficult to maintain the useful life of fresh fruits and vegetables for the same reason.

After securing necessary funds from generous private donors and local foundations, KLF will be expanding its main warehouse freezer and cooler by 30 feet from the existing wall to create more cold storage. This expanded space will greatly enhance our ability to purchase food from wholesalers at a low cost and to extend the useable life of food donations. The expansion is scheduled to be complete by July 2019.



31% PURCHASED FOOD 27% CHARITABLE NETWORK 21% CHARITABLE NETWORK SAMMUNITY DONATIONS COMMUNITY DONATIONS GOVERNMENT

THE FOOD WE DISTRIBUTED. . .

We take great pride in the food we put on plates, and we're pleased to report that proteins and produce topped the list at a combined 51.8% of what filled our client's grocery carts last fiscal year. See what we distributed by category below.

17.7% PROTEINS

17.1% FRESH PRODUCE

17% CANNED/FROZEN PRODUCE

16.2% BREAD/BAKERY

9.4% **DAIRY**

7.8% MIXED/ASSORTED

7.6% MISCELLANEOUS

3.7% CEREAL

3.3% GRAINS/PASTA/RICE

0.2% BABY FOOD/FORMULA

...AND WHERE OUR FOOD CAME FROM

Sourcing enough food to meet our nutritional goals, price requirements, and service commitments is no easy task. No-cost and low-cost food sources can be volatile for many reasons and, often, we must purchase from the wholesale market to keep our shelves full. Community donations are also important as they help lower our food costs and provide variety to the pantries.

PURCHASED FOOD Because of our commitment to nutritionally-balanced food options, we increasingly must turn to wholesalers to secure important food staples. Bulk purchasing and researching the best deals helps keep costs low.

CHARITABLE FOOD NETWORK Through the Food Bank of South Central Michigan, we have a connection to the national charitable food network, Feeding America. This partnership allows us to access no-cost and pennies-on-the-pound food items.

FOOD RESCUE Our volunteers pick up perfectly edible grocery store food destined for the dumpster because of "sell by" dates. We currently "rescue" food from 10 stores each week.

FARMS & GROWERS The hard work and generosity of local farmers provides fresh-from-the-field produce to our clients.

COMMUNITY FOOD DRIVES From corporations to churches to school groups, community members provide essential food donations that help us meet our service commitments.

GOVERNMENT SOURCED FOOD We receive food from the USDA to support low-income seniors enrolled in the Commodity Supplemental Food Program. When available, we receive additional food from the USDA for our pantries.

TOTAL POUNDS DISTRIBUTED 3,143,891

ENGAGING THE COMMUNITY

ρ^Ως THROUGH ADVOCACY

ACCESS TO NOURISHING FOOD is a fundamental human right and crucial to an individual's inherent dignity. However, for many people in our community, the access and means to obtain enough food to support a healthy, sustainable life is beyond reach. Through our hunger-relief programs, Kalamazoo Loaves & Fishes increases access to food and aims to address immediate nutritional needs. But we can't stop there. We must also advocate for our clients on a larger platform. It is necessary to acknowledge and address the numerous factors and public policies that contribute to food insecurity for nearly a million Michigan residents.

Through coordinated efforts at the local, state, and federal levels, we are working to alleviate hunger from all sides. Our advocacy efforts include meeting with elected officials, educating our constituents on public policy, empowering our clients to exercise their rights, and raising awareness of food insecurity in our community. Hunger may be the symptom, but the root causes and remedies stretch far and wide. Affordable housing, access to mental/healthcare, fair wages, reliable transportation, affordable childcare - these are just a few of the factors that can revitalize our community and ensure that no one need worry about where and when their next meal will be.



ADVOCACY FOCUS: PHOTO PROJECT

"Shifting the Lens: Food Insecurity Through the Eyes of Kalamazoo County Youth" is a collaborative photo project highlighting the different perspectives of area youth in regard to hunger and food insecurity.

This joint venture began in Spring 2018 between the Kalamazoo County Youth Cabinet and Kalamazoo Loaves & Fishes. Members of the Kalamazoo County Youth Cabinet range from 13 - 21 years of age. Youth were tasked with taking photos and telling stories about what food insecurity meant to them. It was a broad and challenging task, but the honesty, transparency, and perspectives continue to move and motivate those that have been lucky enough to see the completed project.

The goal of this project was to give area youth a voice and to encourage action from the community around hunger and food insecurity issues. We are thankful to the young people for participating and openly sharing their experiences with all of us. If you are interested in seeing the complete exhibit, it is displayed in the Kalamazoo Loaves & Fishes conference room.



THROUGH COALITION WORK

THE MISSION OF THE KALAMAZOO COUNTY HUNGER-FREE **COMMUNITY COALITION** is to improve food security among Kalamazoo County residents. Through partnerships, the Coalition aims to leverage community resources and find creative solutions to meet community needs. Kalamazoo Loaves & Fishes provides backbone support to the Coalition by coordinating activities and serving as the fiscal agent. However, there are currently over 30 organizations that work collectively on the Coalition's anti-hunger projects and work groups. The Coalition's steering committee meets quarterly, but specific work groups meet more frequently. Since its inception in 2013, the Coalition has specifically focused on increasing youth access to food during the summer, strengthening partnerships with the medical community, identifying underserved areas and individuals, and advocating for adequate government food assistance. The contribution of each Coalition partner is invaluable and has removed some of the barriers to finding collective solutions to hunger.

COALITION FOCUS: FOOD IS MEDICINE

Food is Medicine, a work group of the Kalamazoo County Hunger-Free Community Coalition, has focused its efforts on screening for food insecurity among patients and families in the healthcare system. Starting in January 2018, WMed Pediatrics launched the Food is Medicine project within their clinic by engaging doctors, nurses, residents, medical students, and social workers in the process. To better understand what patients and families need while visiting the clinic, families are asked if the following statements apply to them.

- 1. Within the last 12 months, we worried whether our food would run out before we got money to buy more.
- 2. Within the last 12 months, the food we bought just didn't last and we didn't have money to get more.

Through this process, over 100 families have been identified as food insecure. Each one of these families has been provided resources to help with their needs. These resources include connections to federal programs such as WIC and SNAP as well as food pantries and prepared meal sites in the community.

In the coming year, the goal is to expand this program to additional pediatric offices and family medicine clinics.

It's hard for a household if you're not getting support. People are too proud to ask for help, but they should if they need it. Everyone makes mistakes, but there is always one person who will help. Maybe not a hundred people, but at least one.

These cupboards are almost empty and not full of good food. We really have to scramble to make a decent meal for the whole family.

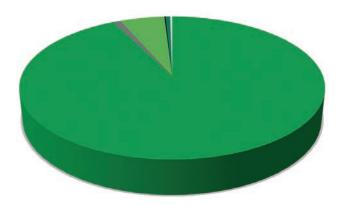
> - 2018 Shifting the Lens Photo Project Participant Photo Featured To Left

THE NUMBERS

REVENUES \$7,378,928

Contributions	92.6%
■ Special Events	0.9%
Grants	5.6%
■ United Way Designations	0.1%
Investment Income	0.6%
Misc. Income	0.2%

Note: \$475,000 in restricted revenue for freezer/cooler expansion is included in the revenue total, but not on the graph or percentages.



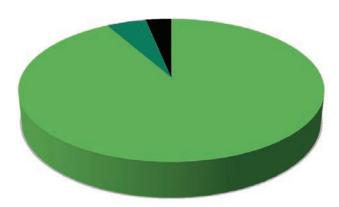


THE IMPACT OF CONTRIBUTIONS

LAST FISCAL YEAR, **91.8**% OF CONTRIBUTIONS SUPPORTED KLF PROGRAM SERVICES

EXPENSES \$6,952,063

Program Services 91.8%
Management & General 5.0%
Fundraising 3.2%



THE VALUE OF IN-KIND DONATIONS

volunteer time was valued at \$1,114,989

\$3,744,669



