



The Giving Common

An Initiative of the Boston Foundation

www.thegivingcommon.org

Loaves & Fishes Food Pantry Inc



Current

General Information

PO Box 1
Ayer, MA 01432
(978) 772-4627 0

Website

www.loavesfishespantry.org

Organization Contact

Patricia Stern director@loavesfishespantry.org

Year of Incorporation

1983

Statements & Search Criteria

Mission Statement

"Loaves & Fishes exists as a mission of love and faith to serve the people of Ayer, Devens, Groton, Harvard, Littleton, and Shirley by providing food and support temporary services, and by advocating for changes by its clients that will promote independence and self-reliance."

Background Statement

In 1983, knowing there were people in their neighborhoods who were making the choice between buying food and paying rent, three friends decided to do something about it, and Loaves & Fishes Food Pantry was born. That first year the organization served approximately 50 families. In FY2015 we served 864 families (2045 individuals), and continue to strive to provide nourishing groceries to those who face hunger insecurity. Many of our clients are the "working poor," people who have jobs but still cannot make ends meet; others are seniors, veterans, or children, or those who cannot work due to physical or emotional problems. There have been and continue to be no income tests or requirements to receive food from Loaves & Fishes, only proof of residency in one of our 6 towns.

Loaves & Fishes provides help to those in need with graciousness and kindness. Our 300+ volunteers are trained to be sensitive to clients' needs, and to treat our clients with dignity and respect.

Impact Statement

In FY2015 Loaves & Fishes provided groceries to 864 families (2045 individuals); 223 of these families were new to the Pantry. Approximately 5700 pounds of food were distributed during each Pantry session, mostly in-kind donations supplemented with food purchased from the GBFB and local supermarkets. Our Thanksgiving and Holiday special food distributions were very well attended, Our non-food programs (School Backpacks, Shop for Your Parents, Shop for Your Kids, and Senior Gift Bags), not funded as part of the Pantry budget, continue to be a huge success, allowing our clients and their children to enjoy a sense of "normalcy."

Enhancing and improving the client experience at the Pantry by adding key volunteer positions to our organizational framework, improving communication and providing guidance and training opportunities for our volunteers, has continued to be a major goal. As a result of this effort, Loaves & Fishes achieved national certification as a Service Enterprise, which identifies us as an organization committed to process improvement and effective volunteer management processes.

Adding a new part-time project coordinator in FY2016, we will develop our Neighborhood Food Project to organize regularly scheduled food collections in neighborhoods throughout our service area. The goals are to smooth out the "highs and lows" of food donations and save us money on food purchases.

We are also addressing our current space limitations. Constructed 10 years ago, our facility was designed to handle more clients than we had-but we did not anticipate the more than 100% increase we have seen. Options include expanding our existing building, leasing storage space nearby, or finding a new building. A fundraising plan will be created once the decision is made.

Finally, we are strengthening and expanding our existing partnerships and contacts with police, educators, firemen, and churches throughout our service area, both to increase awareness of our services and to improve our organization.

Needs Statement

- 1) Cash donations to purchase food to supplement the food we get from the Greater Boston Food Bank and in-kind donations - \$150,000
- 2) We are striving to find solutions to our long-term space needs. When this building was constructed 10 years ago, we never anticipated the huge increase in the number of clients we would be serving, and the concomitant requirement for more storage and refrigeration space.
- 3) Money for building maintenance and improvement (lighting, security, repairs, trash removal, etc.) - \$22,000
- 4) Upgrading of technology as needed - \$5000
- 5) \$15,000 for outreach programs to educate the residents of our towns about our services, recruit neighborhood teams to run regular food drives throughout the year, encourage participation from schools, religious and civic organizations, and develop new volunteer programs.

CEO/Executive Director Statement

During the past year, the stories of our clients' lives--senior citizens, veterans, single mothers and fathers, children-- have underscored our mission to lift and feed our neighbors. Their stories have touched us all deeply and reminded us of how truly fortunate we are.

These are the faces of Loaves & Fishes, the people who touch our lives each day and make us realize how lucky we are. Last year we served 864 families, 223 of them new to the Pantry.

Although their stories differ, there is one common thread--they are our neighbors and they are struggling. Any one of us could face similar situations.

.Thirty years of reaching out to help those in need has created a rich history of neighbors helping neighbors. With the extraordinary efforts of the Board of Trustees, staff, volunteers and donors we have been able to retain our commitment to our mission and continue to lift and feed our neighbors in need through some very challenging times. One third of our clients are children and senior citizens, the most vulnerable in our community. We are fortunate to have a dedicated volunteer base of approximately 330 volunteers who collectively donated over 18,000 volunteer hours of their time to the Pantry in FY2015.

In order to better serve our neighbors and support our volunteers, we have focused significant energy in the past year on improving the client experience at the Pantry, adding key volunteer positions to our organizational framework, improving communication and providing guidance and training opportunities for our volunteers. As a result of our efforts, we attained national certification as a Service Enterprise, which identifies us as an organization committed to process improvement and effective volunteer management practices.

As we embark on a new year our focus will be multi-pronged. We will strive to strengthen existing partnerships with area businesses, schools, houses of worship and community and civic groups while also forging new relationships to expand our base of support. Our commitment to continuous improvement and increased communication will remain a top priority. Our main focus, however, will continue to be to lift and feed our neighbors.

Board Chair Statement

On behalf of the Board of Trustees of Loaves & Fishes, thank you! Without the support of our volunteers and donors we would not have been able to assist 864 families on 7047 shopping trips! During the year, over 35,000 bags of groceries were received by our clients.

During the past year, Loaves & Fishes received our Service Enterprise Certification, making us nationally certified in volunteer management. Congratulations and many thanks to staff and volunteers that made this possible through their hard work.

Loaves & Fishes' mission statement states that we "advocate for changes by our clients that will promote independence and self-reliance." It is important to not lose sight of this while concentrating on the food. While the food is important for nutrition and good health, it is also important to nurture our clients by guiding and mentoring families to find that independence and self-reliance. Over the years there have been many wonderful, heartwarming stories of how Loaves & Fishes has assisted those in need.

Thanks to the many great partnerships, area growers, community groups, volunteers and donors, we are able to keep up with the increased demand for and cost of food and to provide hope for many of our neighbors in need. We are grateful for the caring community of support that makes the work of Loaves & Fishes possible. We look forward to continuing our partnerships and making new ones in the next year to ensure continued access to good, nutritious food.

As we look ahead to this coming year and the years beyond, new projects await our attention. We will continue to need to address our issues of space - to better serve our clients, for the safety of our volunteers, and for the future growth of Loaves & Fishes. Fundraising also remains a top priority, because the money raised allows us to supplement the generous donations of members of our community by purchasing things like toilet paper, dish soap and detergent - as well as keeping the lights on and the building climate-controlled. And we will also continue our work with Service Enterprise, and enhance the volunteer experience. Volunteers are the heart and soul of our pantry, and suggestions and ideas from them have increased the efficiency and service orientation to our clients. We want to make sure we are making the volunteer experience the best that it can be.

On behalf of the Board of Trustees, the staff, and our clients, thank you for everything you can do to support and promote the pantry both here and in the community. As Winston Churchill said, "We make a living by what we do, but we make a life by what we give." Many of our volunteers tell us that they truly get more out of volunteering than they think they give. For over 30 years we have been lifting and feeding our neighbors, and your continued kindness and generosity will help us continue to do that for many years to come.

Service Categories

Emergency Assistance (Food, Clothing, Cash)

Community & Neighbourhood Development

Geographic Areas Served

Loaves & Fishes provides food and temporary support services to residents of Ayer, Devens, Groton, Harvard, Littleton and Shirley, Massachusetts.

Please review online profile for full list of selected areas served.

Programs

Open Pantry Sessions

Description	Food and clothing for all who come to the pantry (maximum of twice a month per family). Counseling services when indicated. We also provide camperships for children, holiday gifts, special holiday meal distribution, and other services. We do not turn anyone away who needs food.
Budget	
Category	Food, Agriculture & Nutrition, General/Other Food Distribution
Population Served	Adults, Children and Youth (0 - 19 years), Veterans
Program Short Term Success	By providing approximately 50% of the food required by a family, Loaves & Fishes gives our clients the opportunity to use their limited resources to purchase medicines, rent, utilities and fuel instead of food.
Program Long term Success	In FY 2012 we served 897 households (a total of 2100+ people). Over 40% of our clients are children.
Program Success Monitored By	Our measure of success is the number of unemployed or underemployed clients who can regain their independence and self-reliance and move past the need to come to the pantry for food. Many of our former clients return to the pantry to tell us their success stories and some become donors and/or volunteers.
Examples of Program Success	A single mom who received food from the pantry and support for resources so she could return to school. She graduated with her LPN and is now employed full-time and is visiting the pantry significantly fewer times than she had been.

Enrichment programs for children

Description	Because so many of our clients cannot afford to send their children to camp, pay for their participation in school music and sports programs, or allow them to participate in non-school or after-school programs in the computers, arts and sciences, Loaves & Fishes offers a limited number of scholarships for activities such as these. The Enrichment Programs are not funded as part of the regular budget, but are paid for by special fundraising efforts and solicitations. In the past we have offered each child whose parent applies for help a \$200 stipend twice a year, but in recent years this has been greatly curtailed.
Budget	25000
Category	Education, General/Other Extracurricular Activities
Population Served	Children and Youth (0 - 19 years), ,
Program Short Term Success	Short-term success will be reflected in the number of children who can participate and the types of programs they get involved in.
Program Long term Success	Results are tracked by the number of children who participate as well as the types of activities supported. Because the very nature of our support is on a case-by-case basis and children/clients enter and leave the pantry's purview--sometimes within months of becoming clients--it is very difficult to identify specific success stories. Our goal is to create a sense of "normalcy" for these children, allowing them to participate in activities with their peers and learn to work and learn in an extracurricular group or individual setting. By engaging in these behaviors and activities, the children will develop the skills and social talents needed as they move from school into the "real" world.
Program Success Monitored By	Each client who wants their child to participate in an enrichment program must apply to a steward and have the program approved. Funds are never given to the individuals, only to the school or organization providing the program. Upon completion of the program the stewards meet with the client(s) to see how the child did and whether this particular interest is worth pursuing further. All of this is, of course, dependent on the funding.
Examples of Program Success	Any student who participates in an enrichment program is afforded the opportunity to continue to pursue their interests by referrals from the steward to scholarships or internships or other public funding. For example, a child who excels at a computer class will be directed to other classes within the community or school based on their expertise and capabilities.

Neighborhood Food Program

Description	<p>The Neighborhood Food Program involves recruiting volunteers who are willing to ask families in their neighborhoods to gather one bag of groceries every two months to deliver to the pantry. Because the demand for food and the food donations to the pantry tend to be cyclical (with "highs" just before the holidays and "lows" during school vacations, especially during the summer), we are attempting to use these neighborhood food drives to keep our shelves stocked year-round in a measured, predictable manner.</p> <p>Other benefits of this program will be to recruit new volunteers, identify potential clients, and save the pantry money on the amount of food we purchase from local supermarkets and food distributors. Costs involve hiring a part-time project coordinator; recruiting volunteers; writing and printing fact sheets about the pantry and our needs; purchasing and distributing specially-marked cloth bags to the households that have volunteered to help; and delivering the bags to the households and picking up the bags at the end of the two-month period.</p>
Budget	20000
Category	Human Services, General/Other Emergency Assistance
Population Served	Families, Children and Youth (0 - 19 years), At-Risk Populations
Program Short Term Success	For the first year we are hoping to establish at least 20 neighborhoods throughout our service area to participate in the program. We can also measure the number of new volunteers and new clients who come to the pantry as a result of this initial exposure.
Program Long term Success	<p>The program will enable us to predict and schedule food deliveries to the pantry to offset cyclical highs and lows of food donations. This, in turn, will enable us to purchase less food from local supermarkets and food distributors, and use the money we save for improvements to the building, safety procedures, technology, and other services. A secondary goal is to recruit new volunteers by exposing them to these neighborhood food drives. We anticipate an upswing in the number of clients as a result of these outreach efforts, alerting those in need to our existence and what the pantry can do for them. All of these criteria - amount of food donated, number of new volunteers and clients due to the Neighborhood Food Program - can be measured and quantified.</p> <p>An ultimate goal might be not having to purchase food other than what we get from the Greater Boston Food Bank, and utilizing those funds to improve our facility.</p>

Program Success Monitored By The tools we will use to measure success are: (1) weighing and tracking all food donations we pick up from each neighborhood group; (2) asking new client where they heard about Loaves & Fishes, and keeping track of those who specify this program; (3) and asking new volunteers if they are coming to the pantry as a result of food drives in their neighborhoods. In this way we can evaluate the effectiveness of the program and the publicity that will accompany the program's launch.

Examples of Program Success The Groton Neighborhood Food Project, which started two years ago, is both our partner and our model. Over the past two years they have recruited 40 neighborhoods to participate. Until now the food was not identified as being from these neighborhoods, but by supporting and working with the Groton Neighborhood Food Project we can now identify those food donations - and learn from Groton's successes and failures what works and what doesn't.

Milk Voucher Program

Description	This program would allow Loaves & Fishes to purchase vouchers from a local supermarket and distribute them to our clients on every visit to the pantry. Because we have limited refrigerator space and are not open every day, it is impossible for us to store and distribute milk and other dairy products at the pantry. Clients will redeem the vouchers, and the supermarket will collect them and return them to the pantry monthly. The dollar value of the voucher depends upon the size of the family and the number of children. Vouchers can only be used for milk or other dairy products.
Budget	16500
Category	Food, Agriculture & Nutrition, General/Other Food
Population Served	Children and Youth (0 - 19 years), Families, Elderly and/or Disabled
Program Short Term Success	In the short term Loaves & Fishes will be able to distribute vouchers so clients can obtain milk and other dairy products every time they come to the pantry, in quantities suitable for their family size. This will result in healthier children and adults. Each year the quantity of vouchers required will fluctuate, but overall it remains fairly constant - and expensive.
Program Long term Success	The ultimate result of this program will be healthier and stronger children and adults as a consequence of receiving nutritious milk and dairy products in adequate quantities. Many studies have shown the negative effects of poor nutrition and bad diets on children and adults alike. In children, poor nutrition can directly affect their ability to learn and to develop normally. Although this is just one factor, it is a very significant one and supports the goal of the pantry to help clients and their families achieve independence and become valuable contributors to their communities.
Program Success Monitored By	The final outcome of this program will be hard to quantify, since the results of healthy nutrition often take years to become obvious. We do keep track of the number of vouchers taken and the number actually used, but rely on subjective comments to determine the value of the program. Not having this program would be very detrimental to our clients and their children.
Examples of Program Success	Again, tracking the effects of providing nutritious food to our clients and their children is difficult, if not impossible, to accomplish. All we can measure are the number of vouchers issued, the number used, and the cost of the program.

Grocery purchases

Description	Although Loaves & Fishes receives large quantities of food from the Greater Boston Food Bank, it is often necessary to supplement what they can sell us with food purchases from local supermarkets and grocery distributors. We want to maximize the amount of healthy food we distribute and meet the nutritional and dietary needs of our clients. In FY2015 Loaves & Fishes provided \$808,000 worth of groceries to our clients (including all sources of groceries - in-kind donations, Greater Boston Food Bank, local supermarkets and vendors). The cash budget for FY2016 is \$115,000. It is this amount we need to raise for food in 2016.
Budget	850000
Category	Food, Agriculture & Nutrition, General/Other Hunger Action
Population Served	Children and Youth (0 - 19 years), Families, At-Risk Populations
Program Short Term Success	With the rising cost of food and the reduction in the size of food packages, the short-term success of this program will be reflected in the ability to provide a consistent amount of food for families every month.
Program Long term Success	The long-term success of the food purchase program is providing all of the people in need who come to the pantry for help with healthy, nutritious food in sufficient quantities to feed their families several meals a month. Good nutrition is essential to the well-being of the needy regardless of age - children need it to develop properly physically and mentally; adults need it to maintain good health and give them the stamina and nourishment to work and live comfortably. Loaves & Fishes is a supplemental program; the money families save on food can be used for medicine, utilities, schooling, etc.
Program Success Monitored By	The program success will be monitored by tracking the amount of food we distribute, how much of it is purchased from or given to the pantry by the Greater Boston Food Bank, how much is donated, and how much is purchased from local stores. Since we know how much is given out we can determine if the quantity of food distributed to our clients is staying the same or decreasing, or if certain food items (meat, milk, fresh fruits and vegetables) are required beyond what we have already established as baseline levels. The number of clients served and their ages also help us determine the types of food we need to obtain.

Examples of Program Success

Since the ultimate goal of the food pantry is to provide enough food and other assistance so that families can get back on their feet, the success of the program can be at least indicated by the number of clients who no longer need to come to the pantry. Of course some of the change in client counts is due to people moving away, but we know that many of our former clients are working and strengthening their communities; a number of them come back to volunteer once they are employed. The numbers are hard to define, but we do our best to track what happens when clients no longer come to the pantry.

Program Comments

CEO Comments

Loaves & Fishes is truly the heart of the community, and, like many organizations, we are struggling to continue to provide as many services as we can without compromising the quality of those services. Even as the price of food continues to rise, with prudent shopping and cost-saving measures we have not had to cut back on the quantities or quality of food. We are looking at the possibility of recruiting volunteers from neighborhoods throughout the 6 towns to hold regularly scheduled food drives, in the effort to eliminate the peaks and valleys in normal food donations (lows in the summer and right after the days, highs before the holidays). Inventory control is difficult because of the rapid flow of food into and out of the pantry, but has been greatly improved even as the quantity of food rolled over at every session has increased.

Management

CEO/Executive Director

Executive Director

Ms. Patricia A. Stern

Term Start

July 2008

Email

director@loavesfishespantry.org

Experience

25 years in public school administration. Currently enrolled in a graduate-level Non-Profit Management Program

Former CEOs

Name

Term

Ms. Judy Grande

Jan 2007 - June 2008

Ms. Kathy Stamski

Jan 1999 - Dec 0

Senior Staff

Mrs. Theresa Wilson

Title

Client Advocate

Experience/Biography

Ms. Karen DeGagne

Title

Volunteer and Office Coordinator

Experience/Biography

Mr. Paul Niemera

Title

Food Coordinator

Experience/Biography

Staff Information

Full Time Staff

2

Part Time Staff

2

Volunteers

300

Contractors

2

Retention Rate

100%

Staff Demographics - Ethnicity

African American/Black

0

Asian American/Pacific Islander	0
Caucasian	4
Hispanic/Latino	0
Native American/American Indian	0
Other	0 0

Staff Demographics - Gender

Male	1
Female	3
Unspecified	0

Formal Evaluations

CEO Formal Evaluation	Yes
CEO/Executive Formal Evaluation Frequency	Annually
Senior Management Formal Evaluation	Yes
Senior Management Formal Evaluation Frequency	Annually
NonManagement Formal Evaluation	No
Non Management Formal Evaluation Frequency	Annually

Plans & Policies

Organization has a Fundraising Plan?	Under Development
Organization has a Strategic Plan?	Under Development
Years Strategic Plan Considers	5
Does your organization have a Business Continuity of Operations Plan?	No
Management Succession Plan?	Under Development
Organization Policy and Procedures	Yes
Nondiscrimination Policy	Yes
Whistleblower Policy	No
Document Destruction Policy	No
Directors and Officers Insurance Policy	Yes
Is your organization licensed by the Government?	No
Registration	No
Permit?	Yes

Collaborations

Awards

Awards

Award/Recognition	Organization	Year
Service Enterprise Certification	Service Enterprise Points of Light	2015

Affiliations

Affiliation	Year
United Way Community Builders of North Central Massachusetts	0
United Way Member Agency	0
Associated Grant Makers	0

Comments

CEO Comments

The challenges facing Loaves & Fishes are to continue to provide sufficient amounts of nutritious food to our very large client base in the light of rising food costs and smaller packaging sizes; to train and accommodate the needs of over 300 volunteers so that they can provide high levels of friendly service to our clients; and to store all of our food products in our existing facility. We are in our second year of our Neighborhood Food Program, which solicits donations on a regular basis from neighborhoods within our service area so that we have adequate amounts of the foods we want on hand. We have received the Service Enterprise Award and are trying to find funding for training videos for new volunteers and support programs for existing volunteers. By reconfiguring the clothing room area at the pantry, we currently have enough space for food storage.

Board & Governance

Board Chair

Board Chair	Ms. Mary Markham-Sama
Company Affiliation	North Middlesex Savings Bank
Term	July 2015 to June 2017
Email	president@loavesfishespantry.org

Board Members

Name	Affiliation	Status
James Breslauer	Retired attorney	Voting
Lauren Farrell	Retired	Voting
James Hanlon	Retired	Voting
Joseph Harrington	Markham Group	Voting
Scott Lewis	Lewis Studios	Voting
Aleta Manugian	Law Office of Aleta Manugian	Voting
Mary Markham-Sama	North Middlesex Savings Bank	Voting
Andrea Myette	Business Owner	Voting
Kathleen O'Connor	Vertex Pharmaceuticals	Voting
Joanne Ouellette	Retired	Voting
Don Siegrist	ValueScope Health, Inc.	Voting

Board Demographics - Ethnicity

African American/Black	0
Asian American/Pacific Islander	0
Caucasian	11
Hispanic/Latino	0
Native American/American Indian	0
Other	0 0

Board Demographics - Gender

Male	5
Female	6
Unspecified	0

Board Information

Board Term Lengths	3
Board Term Limits	2

Number of Full Board Meetings Annually	10
Board Meeting Attendance %	89%
Written Board Selection Criteria?	Yes
Written Conflict of Interest Policy?	Yes
Percentage Making Monetary Contributions	100%
Percentage Making In-Kind Contributions	100%
Constituency Includes Client Representation	Yes

Standing Committees

Communications / Promotion / Publicity / Public Relations

Development / Fund Development / Fund Raising / Grant Writing / Major Gifts

Finance

Personnel

Nominating

Comments

CEO Comments

We have taken many steps to enhance the effectiveness of Loaves & Fishes, including:

- 1) Attaining Service Enterprise Certification - a national certification in volunteer engagement practices. This was a year-long effort to improve operating procedures as well as the effectiveness and efficiency of the organization.
2. We have obtained a training grant to provide our staff, volunteers and board members with opportunities to improve their skills. Most recently we have focused on safety and security. establishing good boundaries. the importance of self-care when working with a troubled population, marketing techniques, and project management.
3. Our Board of Directors has agreed to participate in a year-long training program to better understand their role in the organization and to establish goals for the next 3-5 years.
4. We are addressing the problem of dealing with space challenges at the pantry. Space is at a premium, and we are continuing to explore ways to reconfigure the existing space to maximize efficiency. Most recently we moved our clothing room to an alternate space in order to maximize our food storage space. We are also working on reconfiguring our actual pantry space to better facilitate client flow through our pantry.

Goals

The ultimate goal of Loaves & Fishes is to provide temporary services (food, clothing, resources and referrals) to all needy residents of our service area and to help as many of our clients as possible to achieve food stability and independence. Our target population includes not only the unemployed and underemployed and their families, but also those who will never be able to be completely independent (particularly seniors, veterans, and those with physical and mental handicaps). We have many clients who have moved on from receiving our help to becoming volunteers and advocates themselves, giving back not only to the communities in which they live but also to those in our client base who cannot be totally self-sufficient. Every one of these success stories reflect our commitment to helping our clients overcome financial and social obstacles, fulfill their goals and ambitions, and become assets to their communities.

By providing nutritious food, Loaves & Fishes helps all of our clients lead healthier lives. As many studies have shown, good nutrition helps students succeed in school; since over a third of our clients are children, this has major sociological and economic benefits that will have long-lasting impact on our clients and the communities in which they live. Our long-term success can be defined not only by the number of clients who no longer need the pantry's services but also by the number of new clients we can identify and serve. In an ideal world organizations such as Loaves & Fishes would not be necessary, but as long as we are needed, we will continue to serve anyone from our service area who comes to us for food.

Strategies

Outreach programs to local businesses, civic organizations, schools, houses of worship, and other community resources give us both the exposure we need to attract families in need who are not aware of our services and the huge amount of in-kind and financial donations we need to continue our service to the community. Regular publicity in local newspapers as well as our newly-improved web site, our Volunteer Voice e-newsletter, and a periodic printed newsletter all reinforce these efforts. An annual fundraising campaign and special fundraising events such as our golf tournament have proven to be very successful, as have organized food drives. These are all both near-term activities and long-term strategies for attracting new donors, new volunteers, and new clients who were previously unaware of our services. We have expanded our referral service network to help our clients who need more than food, and encourage those clients who have become self-supporting to tell their stories and let others know the extent of our aid. Each volunteer we add, each item of food we receive through donations, each fundraising event or drive we hold, and each new client solidify our position in the community and reinforce our commitment to help every family in need in our service area. Our Service Enterprise Certification is a good example of how we are improving our volunteer experience to attract more volunteers and to manage the huge volunteer base efficiently.

Capabilities

The framework for managing and recruiting volunteers that accompanied the qualification for the Service Enterprise Certification has provided us with definitive guidelines and programs for improving our volunteer experience. Part of the training program for volunteers involves recognizing the need for kindness and compassion when dealing with clients and developing objective models for volunteer behavior. Our unique Stewardship program, which has developed over the years, provides one-on-one communication between the client and the steward during each visit to the Pantry. Because of the interchange between steward and client, we are able to identify specific client needs and family situations, with immediate referrals to other agencies if the services needed are beyond what Loaves & Fishes offers. Having a Client Advocate on staff and present during every Pantry session is also a benefit for clients who seek additional assistance beyond the need for food - finding appropriate resources to help clients complete the paperwork for health insurance, for example. Our small (4-person) staff has been in place for many years, and they know and understand the challenges facing individual clients and their families.

Indicators

In addition to keeping track of the number of families/individuals we serve and whether they are new or old clients, we measure the quantity of food distributed to families who come to us, basing the amount of food each family receives on the number and ages of household members. Maintaining the current level of food distributed, even in the face of rising food costs, is a major goal that is easily gauged by the inventory and volume records we keep.

Progress can be measured in number of volunteers as well, since we rely so heavily on a cadre of dedicated people who work at the Pantry receiving and date-checking food, stocking shelves, helping clients shop, and acting as Stewards. We have successfully maintained our volunteer roster at 300+ for several years and will continue to do so.

Progress

The long-term goal of the Pantry has evolved from serving hot meals to providing a significant amount of groceries to residents of our six towns. The numbers speak for themselves; we have successfully attracted over 200 new families to the Pantry in the past year, and will continue to reach out to the public for help in identifying those who are not familiar with Loaves & Fishes. Our goal of fostering independence is a little harder to measure, since many clients move away or stop coming to the Pantry for reasons other than successfully transitioning to a more independent life.

Also, many former clients do not want to acknowledge that they have been clients, as a matter of pride. Whenever we know that a client is moving on, we conduct an exit interview with him/her to identify where he/she is going, what we have done right (and wrong), and whether the person is willing to talk with others about their experiences at Loaves & Fishes. We have changed many aspects of the Pantry and the client experience in the past few years, streamlining the registration process, adding more Stewards to cut down on waiting times, and rearranging the shelving and refrigeration units to make passage through the Pantry more efficient and easier for the clients.

Many of these changes have come about when we built our current facility ten years ago. For example, with the new building Loaves & Fishes is now totally handicap-accessible. The major obstacle facing the Pantry now is the lack of space. Holding another capital campaign is not something we want to do, but we do need to consider many options if we are to continue serving the large number of families who come to us for help. Loaves & Fishes provides approximately \$300-\$350 in groceries each month to a family of four who comes twice a month; that is about 50% of their monthly meal requirements.

Making the experience rewarding for both the volunteers and the clients has been and will continue to be another goal. Loaves & Fishes has the reputation of treating people kindly and with compassion--not just clients but volunteers as well. Adding more volunteers and organizing regular food drives has been a regular part of Loaves & Fishes' history, and is becoming more and more important as our client base increases. There is always a potential for burnout among the volunteers, and communication with them is major. The Executive Director and the Client Advocate are always available to talk with any volunteer or client who feels there is a problem within the organization.

Financials

Fiscal Year

Fiscal Year Start	July 01, 2015
Fiscal Year End	June 30, 2016
Projected Revenue	\$512,600.00
Projected Expenses	\$508,599.00
Endowment?	Yes
Endowment Value	\$1126266.00
Spending Policy	Income Only
Credit Line?	Yes
Reserve Fund?	No
Months Reserve Fund Covers	0

Detailed Financials

Revenue and Expenses

Fiscal Year	2015	2014	2013
Total Revenue	\$1,445,598	\$1,332,773	\$1,221,555
Total Expenses	\$1,429,903	\$1,351,763	\$1,189,076

Revenue Sources

Fiscal Year	2015	2014	2013
Foundation and Corporation Contributions	--	--	--
Government Contributions	\$0	\$0	\$0
Federal	--	--	--
State	--	--	--
Local	--	--	--
Unspecified	--	\$0	\$0
Individual Contributions	\$1,394,075	\$1,307,662	\$1,201,355
Indirect Public Support	--	\$0	\$0
Earned Revenue	--	\$0	\$0
Investment Income, Net of Losses	\$47,545	\$18,645	\$20,200
Membership Dues	--	\$0	\$0
Special Events	\$3,978	\$6,466	\$0
Revenue In-Kind	--	--	--
Other	--	\$0	\$0

Expense Allocation

Fiscal Year	2015	2014	2013
Program Expense	\$1,212,709	\$1,175,897	\$1,012,483
Administration Expense	\$217,194	\$175,866	\$176,593
Fundraising Expense	\$0	\$0	\$0
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	1.01	0.99	1.03
Program Expense/Total Expenses	85%	87%	85%
Fundraising Expense/Contributed Revenue	0%	0%	0%

Assets and Liabilities

Fiscal Year	2015	2014	2013
Total Assets	\$2,447,369	\$2,459,718	\$2,406,291
Current Assets	\$313,829	\$229,327	\$257,217
Long-Term Liabilities	\$0	\$0	\$0
Current Liabilities	\$25,597	\$21,522	\$17,837
Total Net Assets	\$2,421,772	\$2,438,196	\$2,388,454

Short Term Solvency

Fiscal Year	2015	2014	2013
Current Ratio: Current Assets/Current Liabilities	12.26	10.66	14.42

Long Term Solvency

Fiscal Year	2015	2014	2013
Long-Term Liabilities/Total Assets	0%	0%	0%

Top Funding Sources

Fiscal Year	2015	2014	2013
Top Funding Source & Dollar Amount	--	--	--
Second Highest Funding Source & Dollar Amount	--	--	--
Third Highest Funding Source & Dollar Amount	--	--	--

Capital Campaign

Currently in a Capital Campaign?	No
Capital Campaign Anticipated in Next 5 Years?	No

Comments

CEO Comments

1. We have taken steps to enhance the effectiveness of our organization including qualifying for and receiving Service Enterprise certification. This is a national certification in volunteer engagement practices.
2. We have just undergone a year-long effort to improve operating procedures and improve the effectiveness and efficiency of the pantry.
3. A new training grant provides opportunities for our staff, volunteers and board members to improve their interpersonal and professional skills,.
4. We have focused on safety/security, and are seeking a grant to update our security system and provide additional lighting around the building.
5. For our volunteers, we have taught them how to establish good boundaries, redirecting, and the importance of self-care when working with a troubled population.

6. The Board of Directors has agreed to participate in a year-long training program so they can better understand their role in the organization and establish goals for the next 3-5 years.

7. Space challenges: space is at a premium in the pantry. We continue to explore ways to reconfigure the existing space to maximize the efficiency of the pantry.

Foundation Staff Comments

Financial summary data in charts and graphs are per the organization's IRS Form 990s.

Contributions from foundations and corporations are listed under individuals when the breakout was not available.