



Bread for the City Strategic Plan

Nourishing Our Community: 2022–2027

Bread for the City
Washington, DC
breadforthecity.org
[@breadforthecity](https://twitter.com/breadforthecity)

Our Mission

To help Washington, DC residents living with low income to develop the power to determine the future of their own communities.

Direct Services: To reduce the burden of poverty, we provide food, medical care, legal advice and representation, social services, and clothing.

Justice: We seek justice through community organizing and public advocacy.

Anti-Racism: We work to uproot racism, a major cause of poverty.

Care: We provide trauma-informed, holistic wrap-around services through a medical home model.

Dignity & Respect: We treat our clients with the dignity and respect that all people deserve.

WHAT WE ARE COMMITTED TO

Our Vision

Washington, DC as a nurturing community, where all residents have access to the basic material resources they need for survival and growth, and the prosperity of their social, emotional, and spiritual lives.

Dignity | Respect | Service | Justice

Voices of the Future

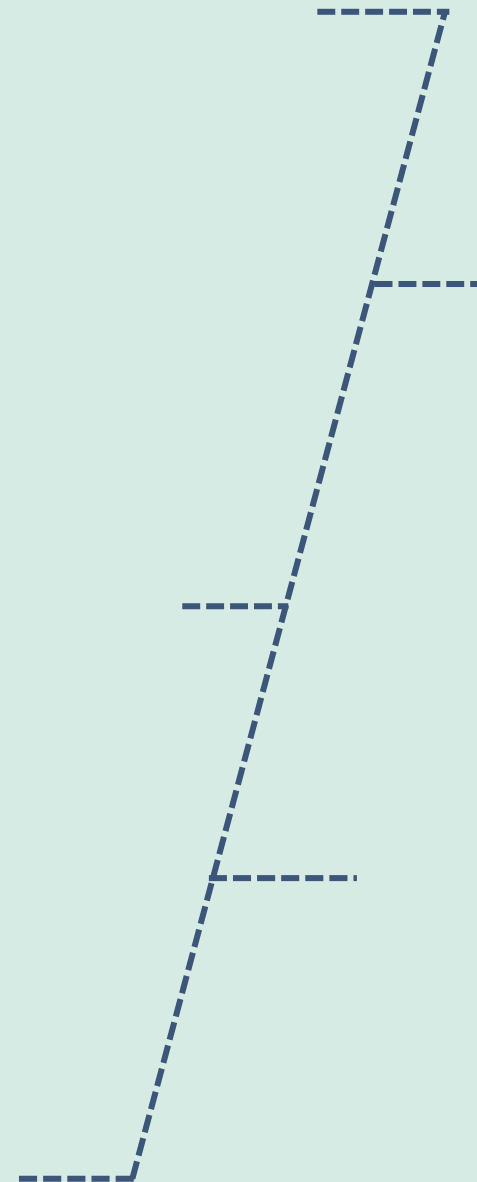
- 35 community members
- 25 Black participants
- 5 Mandarin speakers of Chinese descent
- 5 Spanish speakers of Latinx descent

- 75 staff members
- 27 patient and non-patient board members
- 45% of respondents identified as Black
- 45% of respondents identified as white

- 4 Bread Inc. Board members
- 8 BFC Board members
- 4 current staff members on the leadership team

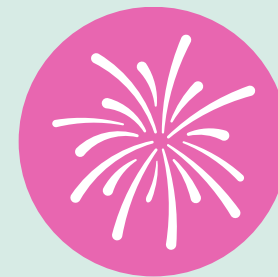
- 7 local DC non-profits participated in 2 panels
- Panelists discussed their racial equity principles, strategies, and internal and external racial equity practices

- 20 local DC non-profit organizations polled
- 7 non-profit organizations shared overviews of their racial equity practices and strategies



Five Strategic Pillars

Our key stakeholders helped identify the following five focus areas:



New Client Services

Identify and optimize client services to provide direct support and assistance to historically underserved people and divested communities.



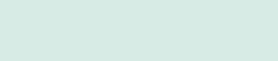
Improved Client Services

Build pathways to enhance and tailor client services and operations to meet the needs of the community and maximize impact.



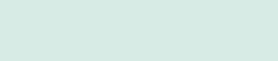
Sustainability

Raise resources and develop the capacity needed to reach strategic goals and maintain and expand programs.



Anti-Racism & Racial Equity

Become a leader in promoting racial equity in and outside the workplace through direct client services, internal initiatives, and community inclusion in organizational leadership.



Systems Reform

Deepen our commitment to educating through advocacy via government relations, policy advocacy, shared community values, and effective coalitions with partner organizations.

Anti-Racism & Racial Equity

A Committed Anti-Racist Organization

Promote racial equity in and outside of the workplace through direct client services and internal initiatives.

Outcomes

- Make BFC a more equitable and anti-racist organization
- Deepen and center community leadership and inclusion
- Work to change the narrative of the client population BFC serves
- Eradicate income inequality through programs, partnerships, and policies
- Sharpen our values and methods for organizational change to build a greater workplace, community space, and humanistic-based approach to our work

Strategic Investments

- Hire a racial equity manager
- Host internal seminars on changing the poverty narrative
- Require all staff and board members to undergo racial equity training
- Launch a representative payee pilot project to increase pathways for greater financial independence
- Leadership to attend pay equity trainings and develop a corresponding budget

Systems Reform

Centering Justice and Equity

Amplify our voice and educate through advocacy via governmental relations, public policy, shared community values, and creating effective coalitions with partner organizations.

Outcomes

- Strengthen capacity to influence policymaking practices
- Eradicate income inequality through external policy advocacy (e.g., guaranteed income)
- Advance anti-racism work in DC
- Establish housing as a legal right for DC residents

Strategic Investments

- Pilot the Restorative Justice Project
- Reorganize and staff the Advocacy Program
- Lead DC's guaranteed income community in advocating for anti-public benefit's cliff legislation
- Garner support to advance legislation for housing as a human right
- Lead effort to declare DC an anti-racist city
- Work with the Fair Budget Coalition to review DC tax and allocation practices to provide recommendations

New Client Services

Meeting People Where They Are

Identify new service opportunities to continue providing effective direct support and assistance to historically underserved people and divested communities.

Outcomes

- Expand and optimize services in 1640 and 1700 Good Hope Road SE
- Identify partners and pathways to provide restructured and new client employment opportunities
- Establish new opportunities for equitable and safe housing for clients via a movement-lawyering framework within the Community Lawyering Project

Strategic Investments

- Create a community-centered process for the long-term use of 1640 Good Hope Road SE
- Develop equitable guidelines for smaller sister agencies to use BFC centers
- Integrate social service programs and initiatives into a seamless, holistic continuum of services
- Increase client awareness of their rights to ensure housing continuity
- Continue to grow the SE medical practice
- Restructure the Pre-Employment Program to include direct job training components

Improved Client Services

Dignity and Respect

Enhance and tailor client services to better meet the evolving needs of the community and maximize our impact.

Outcomes

- Optimize the delivery-centric service model
- Grow community awareness of all BFC services
- Expand partnerships with service providers in DC
- Expand internal capacity to serve non-English speaking community members

Strategic Investments

- Grow BFC's guaranteed income initiatives
- Collaborate between Legal and Advocacy to address benefits cliff issue
- Restructure food delivery staffing pattern and service model
- Implement a system between medical and legal clinics for immediate referral of medical insurance applications
- Explore the efficacy of incorporating Social Service internships in other programs

Sustainability

Meeting Strategic Goals

Raise resources and develop the capacity needed to serve the community, maintain and expand services, and meet other strategic goals.

Outcomes

- Increase private and public contributions and revenue sources
- Reduce costs and maintain service levels while achieving new strategic goals
- Increase and sustain reserve fund to cover 3-6 months of operating costs
- Ensure effective continuity of leadership

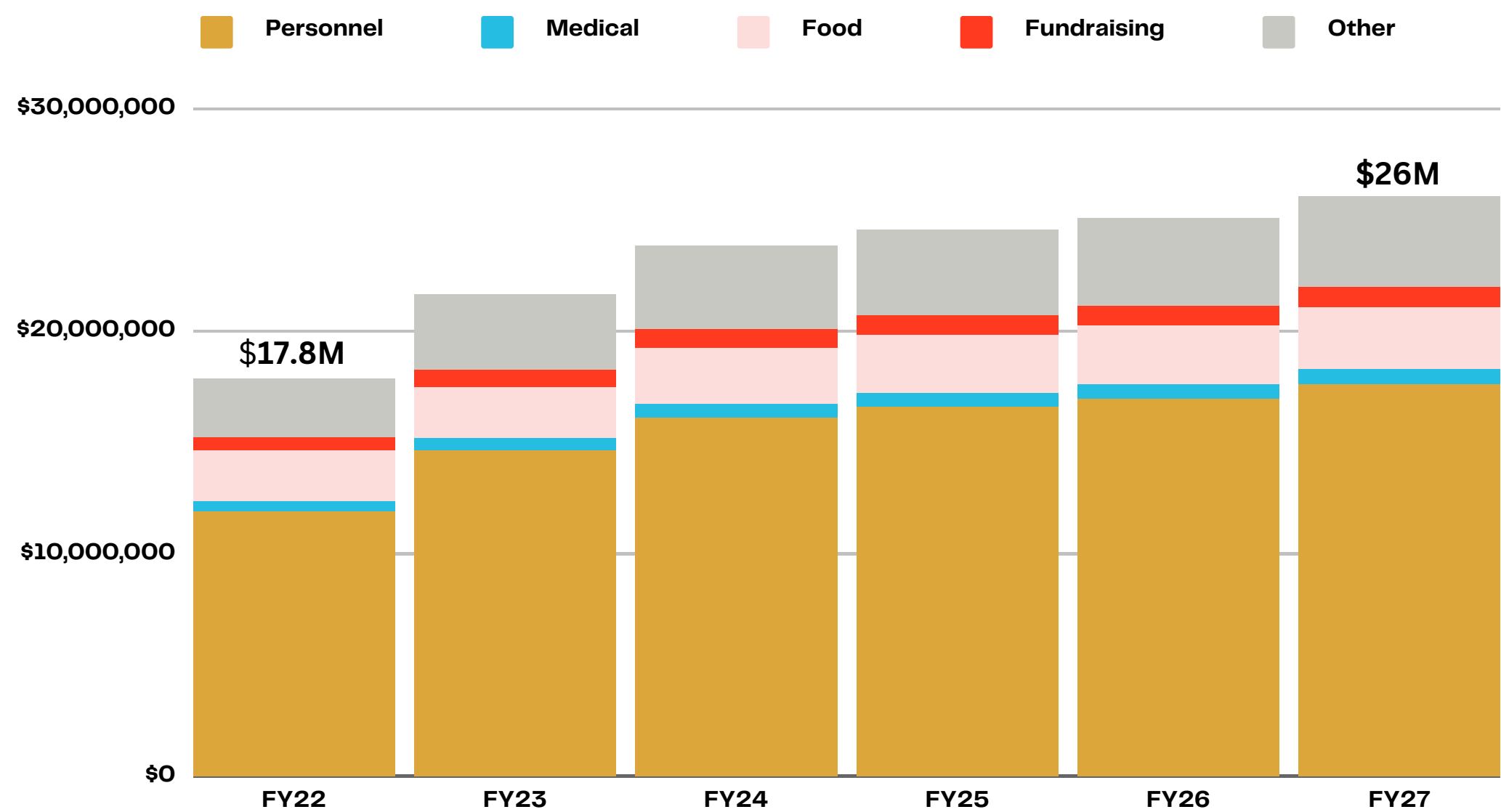
Strategic Investments

- Optimize the balance of hybrid workforce to ensure equity and prevent employee burnout and resignations
- Optimize current development operations while implementing strategic investments to increase total annual revenues from \$18M to \$29M
- Complete succession plans for all directors, key managers, and supervisors
- Bring staffing levels up to what is needed to reach goals

Projected Expenses

Increase in personnel and programmatic expenses over the next six years to respond to the ever-changing economic and social needs of the community BFC serves.

Expense Projections



Program Investments

Personnel – Equitable Pay
Additional investments to increase base pay

Medical – Grow Practice
Additional investments to increase medical patients and grow SE practice

Food – Operation Expense
Additional investments increase clients served, experimentation, and update systems

Sustainability & Facilities
Additional investment for 1640 Good Hope Road expansion and repairs and a growth in reserve

Program Development
An additional investment for Advocacy, Legal, and Social Services to invest in economic stability programs

Cash Assistance
Additional investments to establish an in-house cash assistance program and develop systems work related to guaranteed income

Projected Revenue

To realize the strategic plan, BFC will focus on organic revenue growth and will identify net-new revenue streams that enable strategic growth.

Strategic Investments

4%

Actualize major gifts program to grow an average of 4% annually

300

Implement a major and principal giving program focused on acquisition targeting 300 new donors

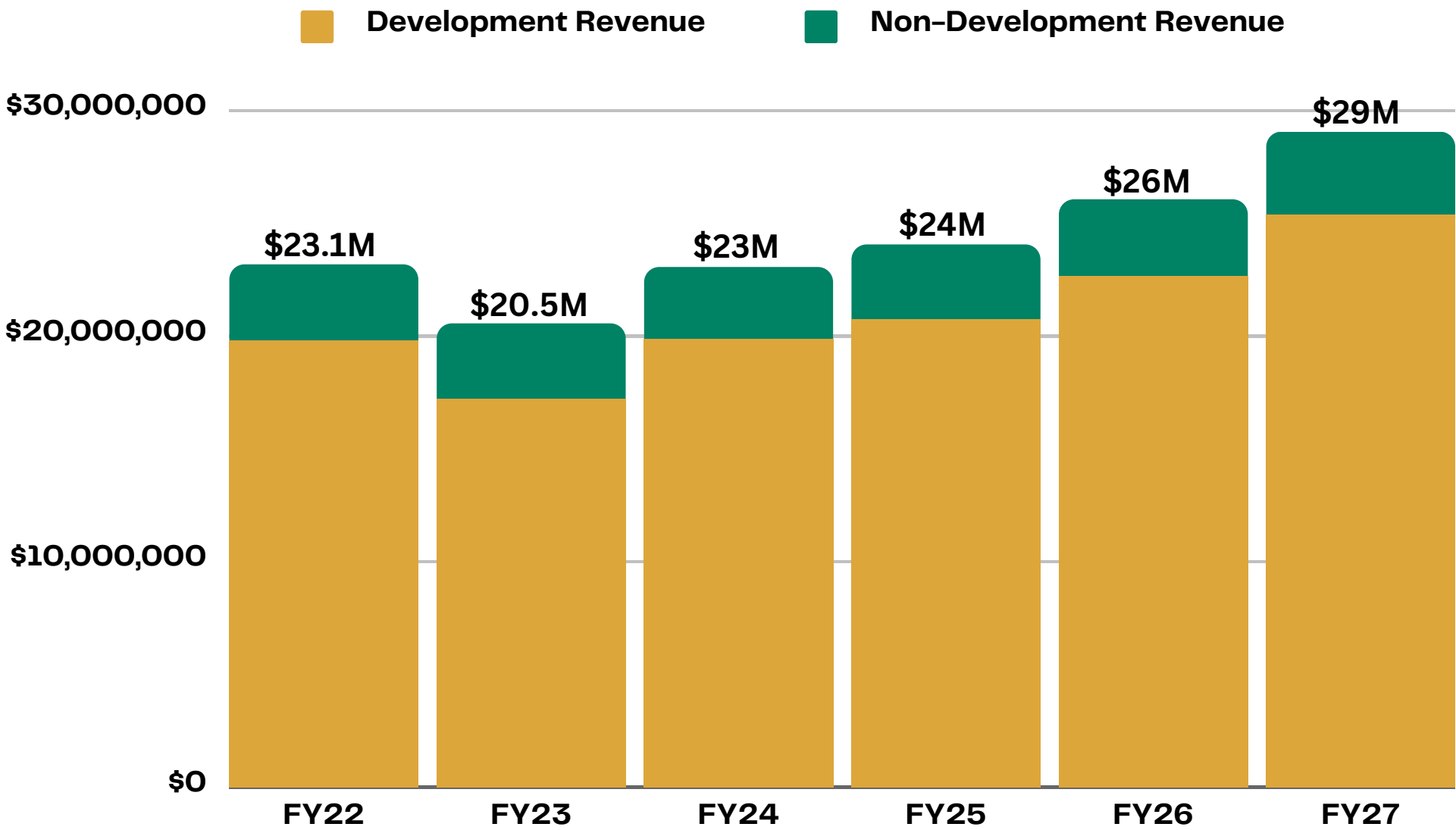
\$29M

Increase total annual revenues over a 4-year period from ~\$20.5 million (FY2023) to ~\$29 million (FY2027)

25%

Increase renewals of existing donors, moving at least 25% of leadership annual donors to major giving by 2026

Revenue Growth





"Bread for the City (BFC) is the top of line in regards to helping any and everybody. If you need help, they'll provide it to you! **It's hard to come across an organization like BFC.**"

Karen W., BFC Client

A Story of Trust

Karen
W.

Bread for the City provides new and gently used seasonal clothing at our free clothing boutique located in our Southeast Center. We offer clothing for children and adults, shoes, jewelry, small household goods for various seasons and occasions, and toiletry packs often containing soap, toothpaste, toothbrushes, lotion, shampoo, conditioner, or other products, all of which are donations from our community.

The importance of our clothing room goes beyond clothes, household items, and toiletries. It also offers comfort, unburdening, and community thanks to Clothing Room Supervisor Sharlene Blount, who has worked with Bread for the City for over three decades. Karen, 65, has been a longtime client of Bread's since 2012 and shared that Sharlene is one of the reasons she keeps coming back all these years., **"When I first met Sharlene in 2012 and the rest of the staff at 1640 [Good Hope Rd SE], I was sold. They weren't mean and nasty. That's how they gained my trust."**

A Story of Trust

Bread for the City's comprehensive wrap-around model empowered Karen, providing her with a gateway to essential resources encompassing food and clothing assistance.

However, even more critically, these resources helped Karen build stability and provided comfort, unburdening, and community during a difficult time.

"Bread has fed and clothed me –
one less financial burden."
Karen W., BFC Client

Karen
W.



Food

Karen became a BFC food client after the loss of her husband and son, which greatly impacted her mental health and sent her into financial hardship. Now, she enjoys fresh groceries that are conveniently delivered to her home – at no charge.

Clothing

Upon becoming a BFC clothing boutique client Karen was able to:

- Maintain her mental health without straining her financial resources
- Continue to maintain an independent life
- Develop meaningful relationships with staff

The Future

For 50 years, Bread for the City has been a leading advocate for the wellness, safety, equity, and prosperity of our DC neighbors and their families living with low incomes. For decades we have witnessed the realities of poverty and the grievous harm of systemic racism. **Being on the frontlines every day, this can feel like an uphill fight for many, and yet, we firmly know that it can be won.**

This is our Strategic Plan.



A Bold Vision

It is with considerable thought, collaboration, and intention that we have created this plan to guide our work over the coming years. Thanks to the shared voices of our clients, staff, and community, we know what is needed to better meet people where they are, provide innovative and enhanced services, and dismantle systems of oppression over the next six years.



Bread Futures

In addition to providing stabilizing programs and public advocacy, we want our centers to be community spaces for creativity, expression, dreaming, organizing, and shared activities and experiences. A gathering place for healing, education, and joy. Where fierce justice and transformational equity can be realized.



Join Us!

Collaboration is how change happens. Join our work and vision today!



Acknowledgements

Thank you to the following collaborators for helping us build and envision this comprehensive plan:

Bread for the City Clients

Bread for the City Staff

Bread for the City Board Members

Bread Inc. Board Members

Deloitte Consulting LLP

DC Community Members

Our Nonprofit Friends