Bread for the City Strategic Plan
Nourishing Our Community
2022–2027
Bread for the City (BFC) has provided holistic, wrap-around service to the Washington, DC, community since the 1970s. Founded in 1974 as the Zacchaeus Free Clinic, a volunteer-run free medical clinic, it merged in 1995 with Bread for the City, a coalition of churches organized to feed and clothe residents in need. Since then, BFC has been a cornerstone of the DC racial and social justice community.

Guided by its values of dignity, respect, service, and justice, BFC’s mission is to empower Washington, DC, residents living with low income to determine their future and the future of their own communities. Informed by the client community, BFC provides direct services to reduce the burden of poverty while seeking justice through community organizing and public advocacy. All of BFC’s efforts are nested within the framework of uprooting racism, a major cause of poverty.

BFC operates two centers, one located in Northwest DC and the other in Southeast DC. Together, these centers serve over 40,000 DC residents and their families annually. Our teams are working to meet the recent increase in need brought about by the COVID-19 pandemic. Among the services BFC provides, its core are:

**Food**

Provided 1,600 nutritious bags of groceries to about 600 households a day via onsite distribution and home delivery, as well as serves as a distributor for additional programs to fight food insecurity in DC.

1,600 GROCERY BAGS

**Medical Home**

Serves upwards of 3,000 patients through a medical home model at two BFC medical centers based in DC. The largest areas of care include primary, vision, dental, and pediatrics.

3,000+ PATIENTS
Bread for the City's strategic plan for 2022-2027 seeks to adapt current operations, add bold new programs to enhance BFC's portfolio of services, and strengthen its advocacy work. This blueprint for the next six years will focus on the organization's efforts to respond to the ever-changing economic and social needs of the community. BFC envisions a future where people not only have access to the services and support they need to thrive but one where communities can reclaim their narratives. With this strategic plan, Bread for the City is closer to seeing its centers filled each day with community members experiencing healing and joy, expressing their creativity and imagination, achieving dreams, and finding liberation from racism and cycles of poverty.

To achieve its goals, BFC plans to meet increased personnel and programmatic costs over the next six years. To do this, BFC will focus on revenue growth aligned with its values via a scaled corporate partnerships program and growth in the individual donor sector while identifying net-new revenue streams. Additionally, a heightened focus on expense reduction and staff retention will be pursued. With a starting operating budget of under $18 million in 2022, the organization aims to raise over $28.1 million annually by 2027 to realize the full impact of this plan.
### A Bold Vision

Bread for the City utilized a variety of data collection methods to gather a wide range of perspectives from key stakeholders to inform the strategic planning process. Advisors and thought partners included community focus groups, board and staff surveys and interviews, racial equity panels, and racial equity surveys polling the community.

The findings emphasized what Bread for the City sees daily. Community members are facing critical challenges that compound cycles of poverty. Informed by the voices of the community, BFC’s strategic plan for the coming years coordinates efforts between the upstream, midstream, and downstream channels of its work and creates opportunities for growth. The upstream operations target systems change, the midstream maintains security for clients, and the downstream provides client stabilization.

Moving forward, Bread for the City’s 2022–2027 strategic plan will rest on the following pillars:

| **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. |
| **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. |
As a frontline agency continuing to serve the DC community during the COVID-19 pandemic, BFC proved once again that it can implement radical and adaptive transformation to ensure clients are supported through the upheavals of life to imagine a future without racism and inequities. By building on the trust, knowledge, and experience of serving this community for fifty years, BFC is making inclusive, educated decisions about the best investment path forward to ensure it can meet its community where it is and explore boundless possibilities for a brighter future.

The Bread for the City Vision:
A Racially, Socially, and Economically Equitable and Just DC

A nurturing community where all residents have access to the basic material resources they need for survival, growth, and the prosperity of their social, emotional, and spiritual lives.
Five bold strategic focus areas for 2022-2027

1. ANTI-RACISM & RACIAL EQUITY
   A committed anti-racist organization
   Become a leader in promoting racial equity in and outside the workplace through direct client services, internal initiatives, and community inclusion in organizational leadership.

2. SYSTEMS REFORM
   Centering justice and equity
   Deepen our commitment to educating through advocacy via government relations, policy advocacy, shared community values, and effective coalitions with partner organizations.

3. NEW CLIENT SERVICES
   Meeting people where they are
   Identify and optimize client services to provide direct support and assistance to historically underserved people and divested communities.

4. IMPROVED CLIENT SERVICES
   Showing up with dignity and respect
   Build pathways to enhance and tailor client services and operations to meet the needs of the community and maximize impact.

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