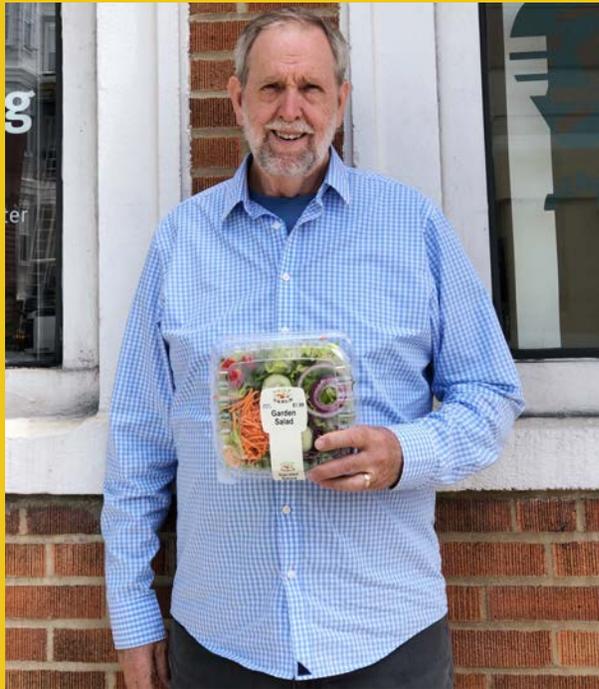




# ANNUAL REPORT 2020



# LETTER FROM OUR PRESIDENT



**DOUG RAUCH**  
**PRESIDENT & FOUNDER**

2020 was one of the most challenging years for all of us. The city of Boston saw record-breaking levels of food insecurity. Daily Table saw the number of SNAP (Supplemental Nutrition Assistance Program, formerly known as Food Stamps) customers double. As the pandemic intensified food insecurity, we sought out more opportunities to not only increase food access, but also bring safety, dignity, and normalcy to the shopping experience of our customers.

The pandemic pushed us to apply our mission in new ways. Daily Table remained open throughout the year, providing access to affordable and nutritious food to those suffering from disproportionate economic impacts. We were one of the first retailers to offer our Teams a \$2/hr Emergency Pay Bonus. When that ended, we permanently raised our starting wage from \$15 to \$15.69, the official living wage of the City of Boston.

We received a record-breaking response from our donors in 2020. Individual donors gave almost four times the total amount they did in 2019. Thanks to you, our supporters, we were able to expand our services this past year beyond our mission.

At the beginning of the beginning of the pandemic, we distributed over 10,000 free prepared meals and food boxes to those in need. In December, we launched our online grocery service to help more people access our food.

Beside the pandemic, 2020 marked Daily Table's 5th anniversary. Five years ago in 2015, we opened our first location in Dorchester. In 2018, we opened our second location in Roxbury. In January 2021, we opened our third location in Central Square, Cambridge. While the past year was certainly not what we expected it to be, we are thrilled to be expanding to new neighborhoods in Boston and look forward to growing even more in the coming years.

Your dedicated and generous support during this difficult year allowed us to help people more than ever. We thank you for supporting our mission to ensure that everyone has access to good food.

A handwritten signature in black ink that reads 'Doug Rauch'.

Doug Rauch  
President and Founder Daily Table

**WE STAYED OPEN THROUGH THE PANDEMIC, DELIVERING ON OUR ESSENTIAL MISSION TO NOURISH COMMUNITIES THAT SUFFER DISPROPORTIONATE ECONOMIC IMPACTS.**



**WITH YOUR SUPPORT**  
**WE PRIORITIZED**  
**THE HEALTH, SAFETY**  
**& WELL-BEING OF**  
**OUR TEAMS**

We were one of the first retailers to offer a \$2/hr emergency pay bonus to all employees. When that ended, we permanently raised our starting wage from \$15 to \$15.69/hr, the official living wage of the City of Boston, and the highest starting wage for grocery retail in the area.

Over 80% of our staff live within our store's trade area (1.5 miles). We also offer health and free counseling services through our Employment Assistance Program.

Our Community Advisory Groups in each community provide regular feedback on how we are doing and how we can better meet customers' needs.



# OUR SOLUTION TO FOOD INSECURITY



## Healthy, affordable, and delicious food

We price our groceries to be truly affordable for low-income shoppers and welcome SNAP/EBT for all 600 items sold in the stores. At Daily Table, a SNAP budget can be stretched throughout the whole month!



## Every shopper is a funder

In our model, every shopper is a funder. We cover 65% of our operating expenses with sales revenue. We welcome everyone to shop with us. Each dollar of sales contributes to our financial sustainability.



## Dignity matters

Community focus groups revealed that customers don't want a handout. By offering low-income people the ability to feed their families through the power of their own dollars, they gain a sense of agency around their health and diet.



## Convenience is key

Our warm, welcoming retail stores are conveniently located near public transit. We are open every day, including evenings, to ensure access for working families. Our commissary kitchen prepares nutritious "grab 'n go" meals, soups, salads and smoothies, priced to match or beat fast food pricing.



## We make it easy to eat well

We remove economic barriers with our affordable prices and offer a variety of prepared foods from our commissary kitchen. Customers paying with SNAP get an additional 50% off on fresh produce through the Double Up Food Bucks Program, a partnership with the City of Boston and Fair Food Network.



## MEET THE TONEY FAMILY

Edward Toney, 53, lives in Dorchester with his wife, five children, and three grandchildren. On March 12, 2020 the pandemic closed his family business, Chez Vous Roller Skating Rink in Dorchester. The Toney family lost their incomes and have been using SNAP to feed their families at Daily Table.

**"I'M GRATEFUL FOR THE DAILY TABLE BECAUSE NOW THAT I AM ON FOOD STAMPS, I'M ABLE TO STRETCH THEM A WHOLE LOT FURTHER. WITHOUT DAILY TABLE, BEING OUT OF WORK DUE TO THE PANDEMIC, AND NOT HAVING ANY INCOME, I PROBABLY WOULDN'T BE ABLE TO FEED MY FAMILY."**

Edward Toney is the third owner of Chez Vous, which had been serving Dorchester families since 1935. Seniors often visit to show their grandchildren where they met the loves of their lives.

**WITH YOUR SUPPORT**  
**WE PROVIDED**  
**EMERGENCY COVID-**  
**19 RELIEF TO OUR**  
**COMMUNITIES**

We expanded our core mission beyond store operations to provide emergency relief to our communities.

We distributed 1,530 boxes of free food! Each 30-lb box fed a family of four for one week.

We prepared and distributed 10,000 free prepared meals! Our kitchen staff made a variety of meals, 250 each day, that included chicken chili, vegan chili, and pasta marinara with chicken sausage. These meals were free to residents at Franklin Field Elderly Housing in Dorchester.

*With Gratitude: Special thanks to the Lewis Family Foundation and the Shah Family Foundation for supporting our Food Box Program, and the Boston Resiliency Fund for supporting our Prepared Meals Program.*



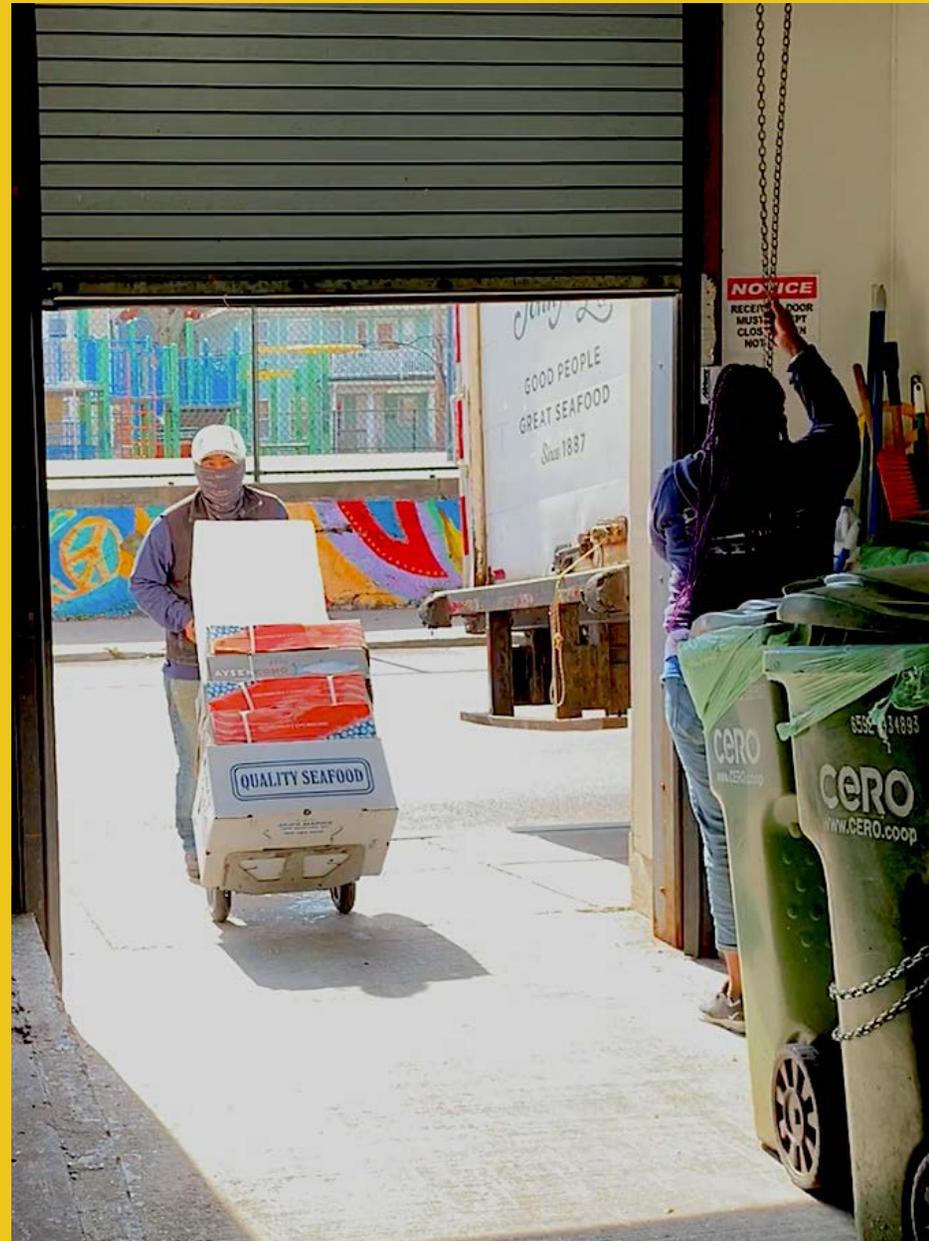




**IN 2020,  
WE RESCUED  
1,672,196 POUNDS  
OF PERFECTLY  
GOOD FOOD  
THAT WOULD HAVE  
GONE TO WASTE**

We work with a network of 75+ growers, manufacturers and distributors, many of whom provide us with surplus donated and or deeply discounted product that helps us drive down our costs of goods sold.

We source only tasty food that meets strict nutritional guidelines for sodium and sugar, set by a group of dietitians from the world-class Med-Ed community in Boston.



**WITH YOUR SUPPORT**

## **WE ADDED 175 NEW ITEMS TO THE SHELVES**

Thanks to a new relationship with a large local wholesaler, we added 175 brand new products, including dry goods, frozen, and deli items.

Selling more products helps customers limit their trips to the grocery store by making Daily Table a store where they can do more of their grocery shopping.

Our expanded selection not only helps customers do more shopping at Daily Table, but is priced at the lowest everyday prices in the neighborhood.

Customers will find much more on the shelves and save even more money—which is more important now than ever.



# OUR PRICES WERE **31% LESS**

We regularly compare our price for a set basket of 80+ items with that same basket at three local supermarkets serving our communities.

In 2020, despite COVID-19 price increases and supply chain complications, our prices were an average of 31% lower!



**65% of operating costs are currently covered through earned income**

*Our expense coverage ratio is best in class for a nonprofit and we believe that we are developing the first truly scalable solution to food insecurity in America.*



**65%**

**35%**

**35% of operating costs are currently covered through donations**

*Thanks to the generous support of individuals, foundations, and organizations, we are able to cover the rest of our costs and keep our prices low for our customers.*

# IMPROVING ACCESS TO FRESH, HEALTHY, AFFORDABLE FOOD



**1,672,196 lbs**

We prevented 1,672,196 lbs of food from going to waste in 2020!



**31%**

Compared with local supermarkets, our prices are an average of 31% less.



**600-800**

Shoppers served per day



**60,000+**

community members served through Daily Table stores



**1 million**

Nutritional servings sold per month



**65%**

of operating costs currently covered through earned income.

# BASKET SIZE COMPARISON



## 30.22% LESS AT DAILY TABLE

on a given basket of grocery items in the past 1.5 years

### AMERICA'S FOOD BASKET

**\$67.15**

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### TROPICAL FOODS

**\$67.75**

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### STOP & SHOP

**\$59.71**

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### DAILY TABLE

**\$47.14**

### AVERAGE SAVINGS

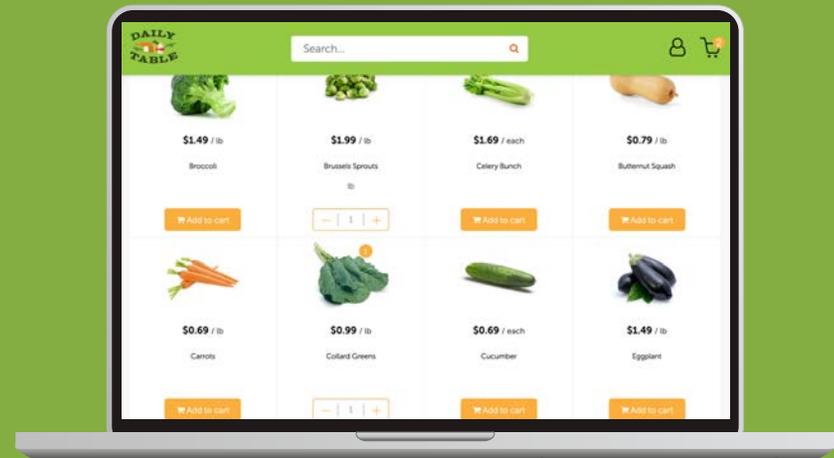
**\$20.45**

WITH YOUR SUPPORT

## WE LAUNCHED OUR ONLINE ORDERING & DELIVERY SERVICE

We launched an online ordering and delivery service in December 2020! All of the products are the same price online as they are in the stores.

We hope be one of the first retailers in the nation to accept SNAP online (early 2021), and are seeking funding to offer SNAP customers free delivery within our local areas.



**WITH YOUR SUPPORT**

## **WE OPENED OUR THIRD STORE IN CENTRAL SQUARE!**

Just when the shutdown hit in March, we signed a lease for our third store at 684 Massachusetts Avenue in Central Square. We opened the new store on January 22, 2021.

Central Square is socio-economically diverse. Real estate is expensive, and low to moderate income people are struggling to stay. In the immediate neighborhood of the store, about 50% of families of four are earning less than \$67,000.

A customer raved, "I couldn't be more impressed with the Daily Table, not only the mission, but also the high quality of the foods offered, the friendly and helpful staff, as well as the thoughtfully laid out store. I also really appreciate that all community members are welcome. I prefer shopping at small, friendly locally-owned stores. The Daily Table perfectly fills that bill."





# A HARVARD BUSINESS SCHOOL CASE STUDY

Daily Table was honored to be featured as a Harvard Business School (HBS) case study by HBS Senior Lecturer José B. Alvarez, Professor Zeynep Ton (Massachusetts Institute of Technology), and Case Researcher Annelena Lobb. Professor Alvarez sits on Daily Table's board of directors.

The case study highlights Daily Table's response during the pandemic when we offered a \$2/hr Emergency Pay Bonus to all employees. The case study questions what Daily Table should do when the Emergency Pay Bonus ends.

WITH YOUR SUPPORT

# WE DEVELOPED NEW PARTNERSHIPS

We partner with numerous local organizations to provide their communities with "bucks" vouchers or gift cards redeemable at Daily Table stores.

One new partnership with Boston Children's Hospital will result in \$40 being distributed to 300 families each month for 6 months starting in 2021.

We are looking forward to developing relationships and partnerships with many more organizations next year as we expand into new neighborhoods in the Boston area.



**DAILY TABLE**

**DAILY TABLE**

# BUCKS

*A community partnership with*



Boston Children's  
Accountable Care Organization

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**\$10**  **VALUE**

*Locations*

684 MASSACHUSETTS AVE, CENTRAL SQ  
450 WASHINGTON ST, DORCHESTER  
2201 WASHINGTON ST, ROXBURY

**ONE-TIME USE • NO CASH VALUE**

Only redeemable at Daily Table stores. No voucher limit per purchase. Reproductions not accepted. No exchange of money with customers. No change given if full dollar amount not spent.

# FINANCIAL IMPACT

**606**

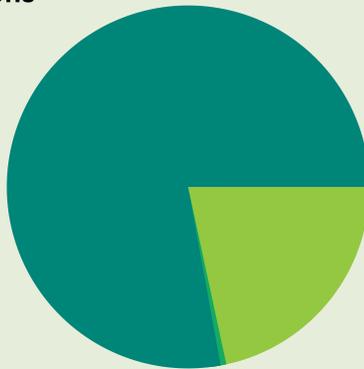
606 new donors gave in 2020! This includes 36 NEW recurring monthly donors. Thank you for your support when our customers needed it most!

**\$800,000**

Individual donors gave almost \$800,000 in 2020...almost 4x the total in 2019! Thank you!

**2019**

Foundations  
77.9%

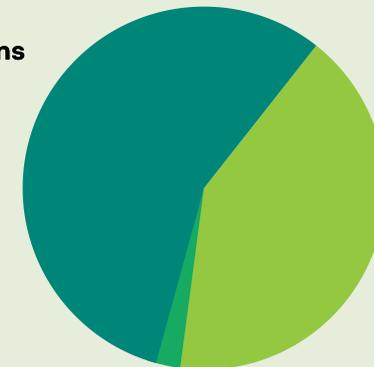


Individuals  
21.6%

Corporate  
0.5%

**2020**

Foundations  
56.4%

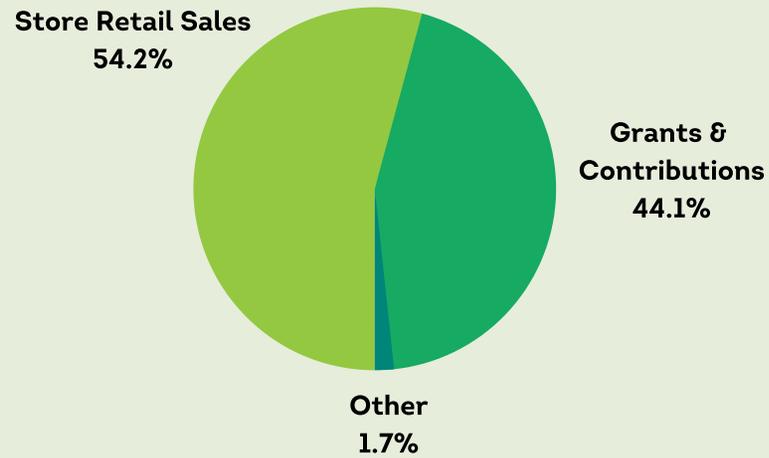


Individuals  
41.5%

Corporate  
2.2%

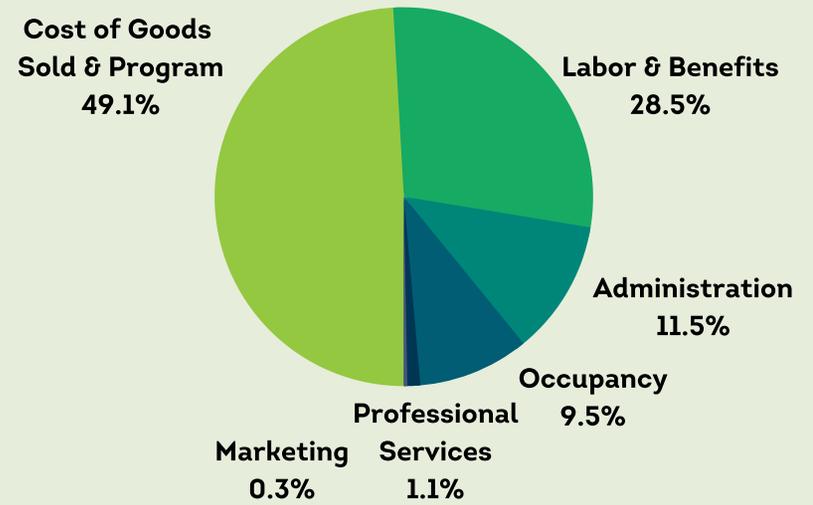
# 2020 FINANCIALS

## INCOME



**\$6,063,590**  
Revenue Raised

## EXPENSES



**\$5,789,068**  
Expenses

**THANK YOU TO  
OUR GENEROUS  
SUPPORTERS FOR  
HELPING US  
PROVIDE ACCESS  
TO AFFORDABLE,  
HEALTHY FOOD  
FOR EVERYONE.**

With your generosity, Daily Table was able to respond to the unprecedented need created by the COVID-19 pandemic and its economic impact, strengthen our fresh produce and product offerings, and increase our reach through opening our newest location.

**WE CANNOT THANK  
YOU ENOUGH!**

**TOTAL SUPPORT**

In 2020, more than 1,500 supporters showed their support for Daily Table, contributing more than \$2.6 million in support of our mission.

**INDIVIDUALS**

Secured \$782,000 from individual donors – almost a 400% increase from 2019.

**CAPITAL SUPPORT**

Received more than \$750,000 in capital support to build new our Central Square, Cambridge store and purchase new equipment.

**COVID RELIEF**

Received more than \$100,000 to support our COVID-19 response efforts.

**GROCERY DELIVERY**

Nearly \$130,000 to launch our online grocery ordering and free delivery service to serve the most vulnerable.

**PRODUCE**

Raised \$525,000 to provide more fruit and vegetables through our Double Up Food Bucks Program.

## BOARD OF DIRECTORS

**Doug Rauch**, Founder President Daily Table;  
former President Trader Joe's

**José Alvarez**, Lecturer, Harvard Business School;  
former CEO Stop & Shop

**Scott Finlow**, CMA, Pepisco Foodservice

**Katrina Foster**, Director of Development,  
Institute of Contemporary Art Boston

**Hattie Hill**, President/CEO, T.D. Jakes Foundation

**Sandra King**, Professor of Marketing, Questrom  
School of Business, Boston University

**Jay Martin**, Corporate Law (retired)

**David Mersky**, Founder/Managing Director,  
Mersky, Jaffe & Associates

**Merhdad Noorani**, Founding Partner, Global  
Infrastructure Partners

**Karen Sammon**, Former CEO, PAR Technology

**Maureen Timmons**, Director of Dining Services,  
Northeastern University

**Bill Walczak**, Former Founder/CEO Codman  
Square Health Center

## COMMUNITY PARTNERS

**YWCA**  
**On the Rise**  
**Food for Free**

**Pantry at St. Paul's**  
**My Brother's Keeper**  
**Rosie's Place**

**Tufts Medical Center**  
**Cambridge Community  
Development**



**DURING THE PAST YEAR, THE COVID-19 PANDEMIC  
AND ITS ECONOMIC FALLOUT HAVE DRASTICALLY  
AND URGENTLY ADDED TO THE GROWING NEED IN  
THE COMMUNITIES WE SERVE.**

**OUR MISSION HAS NEVER FELT MORE URGENT OR  
MORE NECESSARY. THANK YOU FOR MAKING  
NUTRITIOUS, HEALTHY FOOD AFFORDABLE FOR  
THOSE WHO NEED IT MOST.**