



2021 IMPACT REPORT





OUR MISSION

Daily Table is a nonprofit community grocery store chain on a mission to provide fresh, tasty, convenient and nutritious food to communities most in need at prices everyone can afford.

Our stores empower people to eat well with the power of their own dollars, offering a helping hand rather than a handout.



MESSAGE FROM OUR FOUNDER & PRESIDENT

We are delighted to share our 2021 Impact Report with you, and to say “Thank You” for the amazing support you’ve provided throughout the year.

As a country, we’ve just been through one of the most difficult, challenging years in our history. The pandemic exposed what we already knew – hunger, or “food insecurity,” does not affect us all equally. Residents living in the neighborhoods Daily Table serves face serious barriers, increasingly unable to afford a healthy and nutritious diet because of low incomes and rising prices. In this report, you’ll see that although COVID was a gut punch to all of us, at Daily Table our team has stepped up and expanded our services to make sure everyone can afford to eat well.

There are many wonderful organizations working to fight hunger. They are all playing an important role, and we work directly with a number of them. You might ask, “Why Daily Table? Do we need another hunger organization?” I hope that this report will help to answer that question. We provide something special in this work, and in a unique manner: a dignified exchange that empowers our customers through their choices to live healthier lives. Seven days a week, our warm and welcoming stores are open, stocked with fresh, tasty, healthy, affordable food at prices that are 25-35% less than other grocery options.

Our online ordering and free delivery and gift card programs are “nutritional lifelines” for many, especially our most vulnerable. In 2021, Daily Table provided a solution for nearly 100,000 people looking for affordable, healthy food.

We see the evidence of our impact when countless customers tell us how much Daily Table matters to them. You will meet just a few of them in this report. Their stories are diverse. We’re also supported by a great group of suppliers, many local, who help us bring truly affordable, delicious food to our communities everyday.

When we launched Daily Table seven years ago, our goals were ambitious. We’re still 100% focused on democratizing access so that our customers can get the healthy, affordable food they need and deserve. Growing our reach is a key part of our strategy on how to expand our impact. In 2021, we came to Cambridge, opening in Central Square. In the coming year, Daily Table is expanding to Mattapan (Red Line Terminal station) and Salem (The Point) to provide residents access to healthy, affordable food to help themselves and their families thrive.

Access to affordable nutrition strengthens people and communities, and we’re focused on proving it. We love the work we do and we sincerely thank you for your generosity and support to help make that vision possible.

Gratefully,

DOUG RAUCH, Founder and President

HUNGER IN AMERICA

America's food system is designed to make calories cheap and nutrients expensive, leaving nutritious food economically inaccessible for the food insecure. The solution to hunger and obesity is not a full stomach, but a healthy, affordable meal.

In low-income neighborhoods, there are plenty of fast-food restaurants and convenience stores offering highly-processed, unhealthy calories. For-profit grocery store chains are not easily accessible, and fresh healthy food is expensive. **When nutritious food is expensive or inaccessible, individuals and families often resort to eating cheaper, less nutritious, and heavily-processed foods.**

Studies find that residents without access and means to purchase healthy food are more vulnerable to chronic and serious health conditions like high blood pressure, cancer, diabetes, malnourishment, and heart disease – the same conditions that makes COVID-19 up to 10 times more deadly.

During the pandemic, food insecurity increased by 59 percent in Massachusetts, more than in any other state. One in seven people do not have access to enough food for three healthy meals a day, and one in five children in Massachusetts live in food-insecure households, an increase of 81% over pre-COVID-19 food-insecurity levels.



WHAT IS "FOOD INSECURITY"?

While hunger and food insecurity are closely related concepts, they are distinct. *Hunger* refers to a personal, physical sensation of discomfort, while *food insecurity* refers to a lack of available financial resources for food at the household level.



DRIVERS OF FOOD INSECURITY

Unemployment, poverty, low assets are the primary drivers of food insecurity. People of color are disproportionately affected by these factors.



AFFORDABLE

Our stores offer a variety of quality fresh produce, staples and prepared foods priced right for low-income shoppers



DIGNITY

We empower people to eat well with the power of their own dollars, offering a helping hand rather than a handout through a dignified retail exchange



SUPPLIERS

85+ growers and suppliers provide discounts and donations to help drive down our cost of goods sold



HEALTHY

We only sell food with healthy levels of sodium and sugar, including “grab 'n go” meals priced to compete with fast food



ACCESSIBLE

We are there when our customers need us: our stores are located near public transit and open seven days a week, and we offer free online ordering and delivery



COMMUNITY INVESTMENT

We hire local residents and pay \$16 starting hourly wage, keeping dollars circulating in local communities



PARTNERSHIPS

We work with 70+ community organizations to spread the word about Daily Table and support better diets



INNOVATIVE

Daily Table's store sales plus the generosity of donors fund our mission. This innovative solution means that every funding dollar is matched with two dollars of revenue.



Empowering customers to make good food choices based on health, not based on price, is at the center of Daily Table's work.

CUSTOMER HIGHLIGHTS



Wearing a fur hat, Rommie laughs as he says, “Don’t be fooled by my hat! It’s not real fur – no bunnies were harmed!” For Rommie, every day is a good day for a walk. Better still when a stop at Daily Table is part of his regular four-mile loop. **“I’m going to sauté up spinach and some garlic in a little olive oil, and bake a beautiful chicken,” he says. “We’ll have a feast!”**

Rommie lives with his son, a student at UMass Boston who carries a full course load in criminal justice while holding a part-time job. “My son is working hard to better himself and help people,” he shares. “I do my part by buying the groceries and doing the cooking.”

With increasing rent, heating, transportation, and food costs, Rommie says Daily Table’s low prices and quality products are a huge help. “Check this out! A two-pound bag of spinach for \$1.59. Can you believe it!?”



On Sundays, Shuli and their friend Emily shop and cook together. “We walk to the store to load up on everything we need,” they say. Before Daily Table opened in Central Square, Shuli says there weren’t a lot of grocery options. “It’s been really nice to find an impressive variety of products packed into a small store,” they say.

An MIT senior, Shuli prioritizes maintaining a healthy diet to help manage stress and perform better. College students are often pressed for time and money. Shuli says Daily Table’s low prices and high quality food within walking distance of MIT campus is a relief. **“Every time I go to Daily Table, I leave with so much value for so little.”**

Daily Table’s mission is also important to Shuli. “When I shop there, I am not just helping myself, but also contributing to the community,” they say. **In the midst of trying times, “being able to afford your own groceries and make a delicious meal – there’s no comparison,” Shuli says.**

COVID-19 RESPONSE

The COVID-19 crisis disproportionately affected the communities that we serve. Customers were isolated in their homes and watched food prices soar, as the supply chain dried up. We have felt the impact: our store revenue dropped while our suppliers raised prices.

Despite these challenges, we not only continued to be a reliable and affordable source of nutritious food every day, but expanded our business. Generous support from our donors enabled us to respond to emergency needs and initiate programs supporting vulnerable households.

FREE DELIVERY

We launched a new online grocery ordering and free delivery service within a two-mile radius of each store to protect customers' health. Our online prices match our in-store prices - no markups or hidden fees.

COMMUNITY OUTREACH

17,000+ residents facing food access and financial challenges received coupons, 4,108 gift cards and 12,910 vouchers valued at more than \$333,000 to purchase healthy food.

FREE MEALS FOR KIDS

6,000+ free breakfasts and lunches distributed to children and teens through the Local Lunchbox Program during July and August 2021.

Made possible with funding from the USDA and in partnership with the Shah Family Foundation and the YMCA of Greater Boston.

GROCERY DISTRIBUTION

More than 700 households directly reached with bags of healthy groceries were composed of senior citizens from the Hawthorne Youth and Community Center, families from Sportsmen's Tennis Community Center, patients from City Block Health, and more.



24% Less at Daily Table

Comparisons based on a set basket of grocery items in 2021

Local Competitors	% Savings	\$ Savings
National Supermarket	25.05%	\$15.49
Roxbury Independent Grocer	27.22%	\$17.33
Dorchester Regional Chain	33.79%	\$23.65
National Supermarket	29.55%	\$19.57

AVERAGE SAVINGS
\$15.31

“SOMETIMES WHEN I SHOP AT THE SUPERMARKET I PICK UP SOMETHING AND PUT IT BACK BECAUSE IT’S TOO EXPENSIVE. AT THE DAILY TABLE YOU CAN FEEL FREE TO SPEND WHAT YOU HAVE. AT OTHER SUPERMARKETS YOU DON’T KNOW HOW TO STRETCH THE DOLLAR. YOU HAVE TO PUT BACK THINGS YOU COULD REALLY USE AND SACRIFICE THINGS FOR YOUR BODY.”

-Daily Table Customer

OUR CUSTOMERS



Cynthia shops at our store in Central Square, Cambridge, which opened in January 2021.

Cynthia is a Just A Start resident and foster grandparent. With many responsibilities, she says Daily Table's online grocery ordering and free delivery service is a welcomed convenience. All customers - including those using SNAP - can order their groceries for in-store pick-up or delivery from the website or app.

This service is especially good for elderly folks that might not be able to get out into the store, and with COVID-19 that's even more important," says Cynthia.

Gerry Zipser, Just A Start's Director of Housing Resources, says it is critical for low-income residents to have access to affordable, healthy food. "SNAP is the best tool we know of to feed hungry families consistently," she says. "Daily Table makes it easier for our residents to live a healthy lifestyle."

Cynthia particularly enjoys Daily Table's smoothies and that our low prices on fruits and vegetables help her get more than she would be able to afford otherwise. **"Daily Table's low prices and free delivery allow me to purchase more groceries with the limited money that I have," she says.**

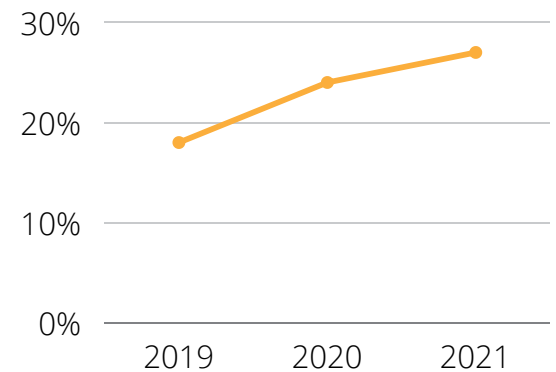
ABOUT SNAP

SNAP (Supplemental Nutrition Assistance Program, formerly food stamps) makes up an average of 25% of Daily Table's sales. A recent USDA study found that **90 percent of families reported barriers to a healthy diet throughout the month**, and more than half cited affordability as a major concern.

It makes a world of difference for our customers that their SNAP benefits can be used on all food at our stores -- and now online! -- as prices continue to rise.

A Central Square customer named Andrew recently said, **"I've literally shaved \$100 off my monthly grocery bills because of Daily Table."**

SNAP Transactions as a Percent of Total Transactions



EXPANDING OUR IMPACT

SALEM
OPENING LATE 2022

CENTRAL SQUARE
Opened January, 2021

ROXBURY
Opened January, 2018

DORCHESTER
Opened June, 2015

MATTAPAN
OPENING LATE 2022

CURRENTLY WE ARE...

- Providing over **1,000,000 servings** of fresh, affordable healthy food per month.
- Supplying residents cost savings of more than **\$1,200,000** annually
- Enhancing individual and community **health outcomes and food self-reliance.**



“AMERICA’S FOOD SYSTEM IS A PARADOX: WE HAVE HUNGER ALONGSIDE SKY-HIGH RATES OF OBESITY AND DIET-RELATED ILLNESSES, OFTEN IN THE SAME PLACES. HEALTHY FOODS, ESPECIALLY FRUITS AND VEGETABLES, ARE ECONOMICALLY OUT OF REACH FOR A LOT OF FAMILIES. IT’S NOT JUST A SHORTAGE OF CALORIES, IT’S A SHORTAGE OF AFFORDABLE NUTRIENTS.”

*–Michael Malmberg, Daily Table
Chief Operating Officer*

OUR COMMUNITIES

- Represent diverse races, ethnicities, and ages
- Are low-moderate income and have low-supermarket access
- High percentage of households receive SNAP
- Score very low to low on the Child Opportunity Index, which measures and compares conditions necessary for favorable to healthy child development

From customer surveys, we know our "typical" shopper is female; young to middle age; working full time; and living with a household income of \$25,000 or less.

PROGRAM HIGHLIGHTS

FREE PRODUCE DAY

Our second annual Free Produce Day, took place on the Tuesday before Thanksgiving thanks to support from the Highland Street Foundation. More than 2,000 customers received \$15 of free fruit and vegetables to help them enjoy a healthy holiday week.

FRESH CONNECT

In partnership with About Fresh, the Fresh Connect program launched in 2021. The program features a prepaid debit card that health care providers prescribe to food insecure patients with chronic illnesses. We anticipate more than 3,000 customers will annually benefit from this program. In December, the average transaction was \$42.90.

MICRO MARKET

Daily Table Micro Market Pop Ups in Nubian Square took place throughout the summer on Saturdays, increasing access to healthy food on the go for event patrons and vendors, our visibility and relationships with residents and community groups.



Top: A customer in Roxbury shops for sweet potatoes on Free Produce Day in November. Bottom: A customer in Dorchester does her grocery shopping before paying with her Fresh Connect card.

OUR EMPLOYEES



Martha highly recommends her favorite Daily Table prepared meal – BBQ chicken and collard greens – sold everyday for \$2.99. She knows it’s delicious because she makes it, and many other healthy grab-n-go items, working in our commissary kitchen in Dorchester.

“We roast a lot of chicken here!” she says with a laugh. “This dish, with its smoky barbecue sauce and collards with a little kick from garlic and spices – trust me, you’ll love it.” All Daily Table meals are healthy, SNAP-eligible, and culturally-relevant.

Martha began as a Daily Table volunteer. She loves to cook and it is important to her to believe in the mission of her work. Martha enjoys working with colleagues who have life experiences different from her own. “Not everyone speaks English,” Martha says. “Sometimes we have to get creative to communicate. I’m proud of the work we do as a team.”

Martha is excited to see Daily Table grow and open new stores. “Our prepared meals help busy families share a healthy meal,” she says. She’s already thinking about how the kitchen can expand to meet demand.

80%

OF OUR TEAM LIVE WITHIN A THREE-MILE RADIUS OF OUR STORE LOCATIONS

85%+

OF OUR TEAM MEMBERS ARE PEOPLE OF COLOR

\$16

STARTING HOURLY WAGE FOR ALL OF OUR TEAM MEMBERS

X2

BETWEEN 2019 AND 2021, WE HAVE DOUBLED STAFF RETENTION, CUTTING TURNOVER BY HALF

VOLUNTEERS

After two years of COVID restrictions and challenges, our volunteer program is on its way back. In 2021, we were fortunate to have more than 200 individuals and student, corporate and employee groups helping us keep our stores stocked with nutritious food and our kitchen cooking delicious meals. A few of the organizations we partnered with are listed below:

BU Community Service Center
BU Theta Tau Community Service
Cambridge Rindge & Latin School
Commonwealth School
CRLS Mass Eats Club
Crossroads
Deloitte
Eats Club
Emmanuel College
Enterprise Institute

Mass Promise Fellows
Northeastern APO
Northeastern Delta Phi Epsilon
Northeastern University Social
Slack/Salesforce
Showa Boston
Takeda
The Boston Faith & Justice
Network
Work Inc.



OUR INTERNS

Graduate students Maryan and Sarah share a passion for food access and health equity. Daily Table's internship program gave them the opportunity to combine their studies, professional goals, and lived experiences into meaningful purpose.



Maryan (left) and Sarah (right) continue a history of collaboration between Daily Table and the Tufts University's Friedman School of Nutrition Science and Policy.

For the past six months, they have helped Daily Table implement a survey to gain a deeper understanding of SNAP customers' fruit and vegetable consumption during COVID-19 and perceptions of the Double Up Food Bucks Program (see box).

"It's been invaluable to participate in research that furthers food access to vulnerable populations," says Maryan.

A community presentation of the survey findings is planned for spring 2022. "We are hyper focused on the experience of participants taking the survey rather than just collecting and extracting data," Sarah says. She adds, "It's been a great opportunity to learn and support Daily Table customers as well as deepen everyone's understanding of the challenges facing customers."

Maryan's experience is also personal, as she and her family were once SNAP recipients. "Being involved is deeper for me than just doing research," says Maryan. "The government provided assistance for my family when we needed it most," she says. "I am grateful to have an opportunity to leverage my experience and give back."

ABOUT DOUBLE UP FOOD BUCKS

Double Up Food Bucks (DUFB) is only available to SNAP users at Daily Table and a small handful of other markets in the City of Boston. **Users get a daily discount of up to \$5, allowing them to receive up to \$10 worth of fresh fruit and vegetables every day.**

By providing a dollar-for-dollar match on fresh produce, low-income consumers purchase more healthy food and stretch their SNAP budget.

DUFB increased participants' consumption of fruits and vegetables by

27%

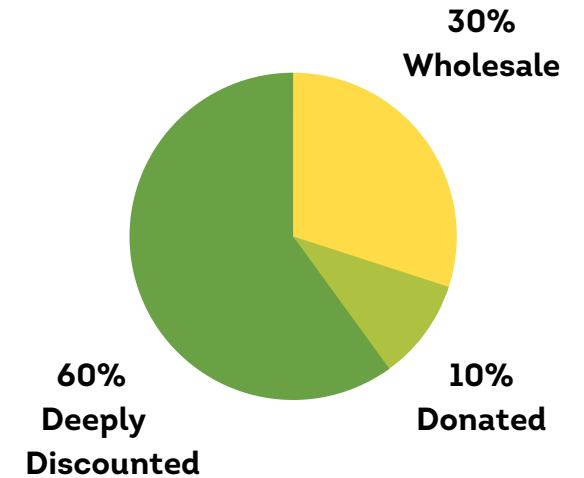
According to a Tufts University study

OUR PRODUCT SUPPLIERS

Daily Table relies on over 80 suppliers to help keep our shelves stocked with high-quality products at prices 25-35% less than our for-profit competitors. Little Leaf Farms located in Devens, MA is such a hydroponic grower of leafy greens. Instead of soil, hydroponic growing involves seeding nutrient-rich water in indoor greenhouses. It enables consumers along the East Coast to buy lettuce grown closer to home. And despite pandemic-related supply chain disruptions, Little Leaf has maintained its steady supply.

According to Georgia Ferguson, Director of Buying & Product Sourcing, “Partnering with a local grower like Little Leaf ensures that Daily Table has the freshest, tastiest greens 365 days a year. Little Leaf supports our mission, helping us keep our costs low so we can pass the savings directly on to our customers.”

SUPPLY BREAKDOWN



On sale for **\$1.99** a box, customers purchased 20,683 units of Little Leaf Lettuce in 2021, making it one of our top five produce items.



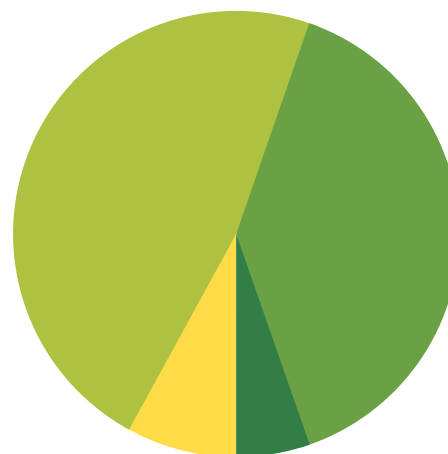
FINANCIALS

Daily Table uses an innovative retail model in which customers are our funders, with over 65% of our revenue earned coming from store sales. The remaining 35% is contributed by foundations, corporations, individuals, and government sources—all crucial to supporting our operations, programs, and expansion.

In addition to direct monetary support, we depend on in kind donations (and accept only donations that comply with our nutritional guidelines) as well as deep discounts from vendors.

The communities we serve continue to be adversely affected by the pandemic, and by inflation rates that are now at their highest in over 40 years.

The generosity of all of our supporters in 2021 has allowed us to continue expanding our reach in providing healthy, affordable food for everyone. From the bottom of our hearts, thank you.



REVENUE: \$8,154,717

- In-Kind: \$650,162
- Store Retail Sales: \$3,860,345
- Grants & Contributions: \$3,208,312
- Other: \$435,898



EXPENSES: \$7,598,007

- Cost of Goods Sold & Program: \$3,446,071
- Labor & Benefits: \$2,167,851
- Occupancy, Trucks & Storage: \$858,827
- General & Administrative: \$660,254
- Capital Expenses: \$465,004

Internally Prepared

OUR PARTNERS

Collaboration is imperative for us to increase equity, access, and deepen our impact. We work with a growing network of organizations on the front line of hunger relief.

Blue Cross Blue Shield of Massachusetts
BMA Tenpoint
Boston Children's Hospital
Bowdoin Street Health Center
Bunker Hill Community College
Cambridge Community Center
Cambridge Community Development
Cambridge Department of Public Health
Cambridge Health Alliance
Cambridge Rindge and Latin School Pantry
Cambridge Mutual Aid Network
Cambridge Youth Council
Carver Lodge Pantry
Casa Myrna Vasquez
CCDP Ryan White Nutrition Program
City of Boston Office of Food Justice
City of Cambridge Mayor's Office
City of Cambridge Public Housing
Codman Square Health Center
East Boston Neighborhood Health Center
Epiphany School
Fenway Community Health Center
Food for Free
Healthworks Community Foundation

Homeowner's Rehab
Horizons for Homeless Children
Just a Start CDC
Madison Park High School
Mass Audubon
My Brothers Keeper Cambridge
Neighborhood Food Access Collaborative
Neighborhood Villages
On the Rise
Project Bread
Rosie's Place
Roxbury Children's Services
Somerville Food Action
South End Community Health Center
Sportsmen's Tennis
St Mary of the Assumption
St Paul's Parish
The Ellie Fund
Tufts
United South End Settlements
Vital Cxns
YMCA Cambridge
YMCA Dorchester
YWCA of Greater Boston

OUR SUPPLIERS

Bold indicates local supplier

Adams & Chapman
Alfredo Aiello Italian Foods
Amazon

American Nut & Chocolate, Inc.

Atlantic Fish & Seafood

Aurora Naturals
B&B Trading Co.

Baldor

Black River Produce

Blount Fine Foods

Blue Marble Brand

Bonafede

Boston Area Gleaners

Broccoli Associates, Inc

C&S Wholesale Grocers

Cambridge Packing Co.

Cape Cod Cafe Foods

Cedar's Foods

Chang Shing Tofu, Inc

Chex Finer Foods

Chobani Yogurt

Cindy's Kitchen

Commonwealth Dairy

Costa Fruit and Produce

Costas Provisions

Costco

DiSilva

Dole & Bailey

Dosha Bar

DownEast Coffee Roasters

E-Pallet

Eat Your Coffee

Evy Tea

F&B Distributors

F&B Packing

f(x) foods

Goya

Hain-Celestial Group

Hannah Foods

Health Warrior

Holden Produce

Home Market Foods

Hood

Hudson Valley Fisheries

Jessica's Brick Oven Bread

John Nagle Co.

Katsiroubas Produce

Kayem Foods

Kehe Distributors

KIND, LLC.

Lef Farms

Little Leaf Farms

Local Tortilla LLC

LQC, Inc. (CocoGoodsco)

Mayflower Poultry

Mazzetta Seafood

MEM Tea

Niman Ranch

Old Neighborhood Foods

Pioneer-Morton

Plenus Group

Polar Beverages

Prime Distributors

Prime Source

Quality Food Company

ReadyPac

Red's Best

RKS Sales Group

S. Strock & Co.

Slade Gorton

Solo Produce

South Shore Organics

Star Foods

Stone & Skillet

Stonyfield

Sysco

The Leavitt Corporation

Travers Fruit

Trustees Farmers Market

United Food Brands

Vista Foods

WB Cheese

When Pig's Fly

Yell-O-Glow

OUR TEAM

Laura Ancona - Marketing & Communications Manager
Kim Berberich - Development Coordinator
Jason Carpenter - Commissary Kitchen Manager
Georgia Ferguson - Director of Buying & Product Sourcing
Bobby Gist - Associate Director of Finance & Accounting
Celia Grant - Director of Community Engagement & Programs
Jon Huntley - Director of Operations
Eryn Jacobson - Store Manager Central Square
Brett Koslowsky - Marketing & Communications Assistant
Michael Malmberg - Chief Operating Officer
Rose Marsan - Store Manager Roxbury
Mary Scott Miller - Director of Individual Giving
John Rangos - Food Sourcing Specialist
Doug Rauch - Founder and President
Francisco Rodríguez-Roig - Store Manager Dorchester
Mark Van Dyke - Accounting Specialist

OUR BOARD

Jose B. Alvarez - Lecturer, Harvard Business School; former CEO Stop & Shop
Scott Finlow - CMO, Pepsico Foodservice
Katrina Foster - Director of Individual Giving, Boston Ballet
Hattie Hill - President/CEO, T.D. Jakes Foundation
Sandra T. King - Professor of Marketing, Questrom School of Business, Boston University
Jay Martin - Corporate Law (retired)
David Mersky - Founder/Managing Director, Mersky, Jaffe & Associates
Tameka B. Moss - Principal & Founder, TBM Consulting Group; Next Street Financial
Mehrdad Noorani - Founding Partner, Global Infrastructure Partners
Doug Rauch - Founder President Daily Table; former President Trader Joe's
Karen Sammon - Former CEO, PAR Technology
Maureen Timmons - Director of Dining Services, Northeastern University
Bill Walczak - Former Founder/CEO Codman Square Health Center

THANK YOU!

In 2021, our funders, suppliers, partners, team members, volunteers, and supporters came together to keep our stores stocked with nutritious affordable food and provide our community with a constant source of support. We cannot thank you enough for your generosity and the role you had in helping us make nutrition accessible.

Amid crisis, we continue to fight food insecurity and the systems that create it. Despite setbacks and uncertainty, we expanded our business. Join us in 2022, as we further expand our impact together!



[Meet our 2021 supporters](#)

DAILYTABLE.ORG



BU FALO

Sunkist
Delite
MANDARIN
ORANGES

Limes 2-1

Sunkist
Delite
MANDARIN
ORANGES

Delite
MANDARIN
ORANGES
\$4.99
1.99

DAILY TABLE

GARDEN SALADS
CUT & READY

SUNSHINE