



TO: BOARD OF DIRECTORS
FROM: ANDREW SCHIFF, CEO
RE: June 14 Board Meeting
DATE: 06/02/23

The next Board meeting will be held in person at the Food Bank at 8:30 AM on Wednesday, June 14.

The following materials are included for your review:

- Board Meeting Agenda
- Minutes from April 28th Board retreat
- FY24 Draft Budget
- Narrative Summary for FY24 Budget
- Three-Year Budget Projection (FY24, FY25, FY26)
- Financial Statements for April 2023
- Narrative Summary for April 2023 Financial Statements



Board of Directors Meeting:
June 14, 2023

8:30 AM – 10:00 AM

AGENDA

- Welcome – Ned Handy (8:30 – 8:35)
- Secretary's Report – Deb Thurston (8:35 – 8:40)
- Finance Committee Report – Mike DiSandro and Christine Cannata (8:40 – 9:00)
- CEO Report – Andrew Schiff (9:00 – 9:15)
- Public Policy Committee Report – Pete Marino (9:15 – 9:25)
- Development Committee Report – Brian Gross and Lisa Roth Blackman (9:25 – 9:40)
- Executive Session: CEO Evaluation – Ned Handy and Debbie Thurston (9:40 – 10:00)

Rhode Island Community Food Bank

Board of Directors Annual Retreat

April 28, 2023

Members Attending: Ned Handy, Jyothi Subramaniam, Debbie Thurston, Rilwan Feyisitan, Aline Binyungu, Alison Tovar, Angelo Garcia, Brian Gross, Carmen Diaz-Jusino, David Veliz, Kimberly Fernandez, Lisa Wesner, Martha Wofford, Polly Wall, Mary Eastman, Maureen Barishian, Paul Silver, Peter Marino.

Members Not Attending: Michael DiSandro, Genie McPherson Trevor, Greg Garger, Louis Amoriggi, Mathies Santos, Yvette Kenner.

Staff Attending: Andrew Schiff, Christine Cannata, Lisa Roth Blackman, Jen Tomassini, Rachel Kramer, Yesenia Barnier, Flannery Sullivan, Theresa Beeley.

Guest Speakers Attending: Channavy Chhay (Executive Director, Center for Southeast Asians), Teddi Jallow (Executive Director, Refugee Dream Center), Andy Taubman (Director of Youth Services, Youth Pride).

Welcome: Ned Handy

Ned welcomed everyone and called the meeting to order at 1:06 PM. The meeting was held at Save the Bay in Providence.

Secretary's Report: Debbie Thurston

Debbie made a motion to approve the minutes from the February board meeting without any changes, aye vote unanimous.

Governance Committee: Andrew Schiff, on behalf of Kathy O'Donnell

The Governance Committee is seeking nominations of individuals to serve on the Board. Ned, Greg Garger, and Lou Amoriggi will be leaving the Board in October 2023 after serving their full, six-year terms.

Andrew described the nomination process. He meets with interested candidates in the spring. The Committee interviews candidates in the summer and then makes recommendations to the Board in September. New Board members will be elected at the Annual Meeting in October. This year, we are looking for nominees with expertise in Human Resources.

Human Resources Committee: Mary Eastman

Mary discussed the process of Andrew's annual performance review. Christine is sending out an email today with a survey for Board members, which will be due by May 10th. Mary urged all Board members to complete the survey. Responses to the survey will be summarized for the Executive Committee. The Executive Committee meets in May and then shares its recommendations with the full Board at the June Board meeting. After the Board meeting, Mary and Ned will discuss the Board's evaluation with Andrew and finalize goals for his performance in FY24.

Finance Committee: Christine Cannata on behalf of Michael DiSandro

Christine reviewed the February financials. Public support is ahead of budget by \$2.3M and expenses are under budget by \$600K. Our projection is that we will end the fiscal year \$2.2M ahead of budget. Public support remains strong and fundraising performance continues to exceed our estimates that were based on Feeding America's projections for food banks in FY23. Lisa noted that we received several one-time six-figure gifts this year.

Development Committee: Brian Gross

Brian spoke about the Truck Stop event on Thursday, June 1st. We are expecting 23 food trucks for guests to enjoy. Currently, there is \$207,500 in sponsorship funding and 85 tickets have been sold. We hope to sell 500 tickets in total for this event.

Brian proposed a vote to revise our Gift Acceptance Policy, which was distributed to Board members prior to the meeting. Brian made a motion to adopt the revised Gift Acceptance Policy. The ayes had it, and the motion was passed. Mary Eastman abstained from the vote.

Lisa reviewed the Development Dashboard, which was current up to March 2023, end of Q3. She said that public support is currently ahead of March last year, although new donors are down slightly. Our strategic goal is to retain 75% of \$5K cumulative donors. We have exceeded that goal. So far in FY23, we have retained 77% of \$5K cumulative donors. Lisa also mentioned that 75 new donors have joined our Sustainers Harvest (monthly giving) this year.

We hosted a Donor Breakfast on April 14th that was attended by 100 donors. Also in April, we raised \$26,500 through 401 Gives (United Way), which produced 245 gifts in a 4-day period. This is down \$10,000 from last year's 401 Gives.

Lisa finished her portion of the meeting by notifying Board members that we will be revamping our website starting in June. We will be adding headshots of Board and staff members. Our Communications team will be looking to either get new headshots of Board members or ask your permission to use a current headshot we have on file.

CEO Report: Andrew Schiff

There was a surge in demand for food assistance following the recent end of the SNAP emergency allotment. Rhode Island was receiving \$13M per month in emergency SNAP benefits during the pandemic. When these benefits were terminated in March, each household enrolled in SNAP lost \$150 per month, enough to purchase a week's worth of groceries.

We immediately saw the impact of these cuts. In February, prior to the cuts, 66,000 people were served at our member agencies. In March, after the cuts, 79,000 people were served – a 20% increase. This amounts to a hunger crisis in the state, which is supported by results from the U.S. Census Bureau's pulse survey. The pulse survey evaluates households' access to basic needs, including whether households have enough food. The most recent survey, conducted during the first week in April, found that 23% of households with children in Rhode Island did not have enough food to eat.

households have enough food. The most recent survey, conducted during the first week in April, found that 23% of households with children in Rhode Island did not have enough food to eat.

Emergency SNAP benefits are just one of many pandemic-relief programs that have now ended. The expanded Child Tax Credit, extra WIC benefits, and free school meals for all public school students also ended this year. The Food Bank is part of the Healthy School Meals for All coalition that is supporting legislation to reinstate free school meals using state funds. There was discussion about whether the cost of free school meals for the state, approximately \$35M per year, makes it unlikely to win approval in the General Assembly.

The Healthy School Meals for All bill, House 5639, will have a hearing in House Finance this Tuesday. Board members asked Andrew to draft a template letter for them to send to House Finance in support of the bill.

After the conclusion of the Business meeting, the Board heard from a panel of community leaders representing under-served communities in the state. The panel included two Board members, Aline and Angelo, along with Channavy Chhay, Teddi Jallow, and Andy Taubman.

Following the panel discussion, there was a presentation by the Food Bank's Healthy Habits and Kids Cafe teams.

Ned called the meeting to a close and the meeting was adjourned at 4:00 PM.

Submitted,

A handwritten signature in black ink, appearing to read "Debbie Thurston". The signature is fluid and cursive, with a long horizontal stroke at the end.

Debbie Thurston
Board Secretary

Rhode Island Community Food Bank - FY24 Draft Dated 5/23/23

Rhode Island Community Food Bank - FY24 Draft Dated 5/23/23										
	Budget FY24	Use of Surplus Funds	Budget Before Surplus	Projected FY23	Actual FY22	Actual FY21	Actual FY20	Actual FY19	Actual FY18	Notes
Surplus Carryover	\$8,000,000	\$8,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Surplus Funds: These are the remaining funds raised during the pandemic. The FY24 budget utilizes \$4.4M and \$3.6M will carry over to FY25.
Annual Investment Draw	\$0	\$0	\$0	\$0	\$0	\$0	\$171,000	\$0	\$0	
Total Surplus and Investment Draw	\$8,000,000	\$8,000,000	\$0	\$0	\$0	\$0	\$171,000	\$0	\$0	
Government Funds										
Government - Grants (State & Local)	\$450,000	\$0	\$450,000	\$457,534	\$408,700	\$245,000	\$214,950	\$219,370	\$204,167	Government (Federal): In FY23, there was extra federal funding of \$500,000 for audits for member agencies and \$342,000 for food for the Emergency Food & Shelter Bank. We do not anticipate any similar funding in FY24. The only federal funding in FY19 for the TEAP (\$400,000) & CFPF (\$180,000) programs.
Government - (Federal)	\$560,000	\$0	\$560,000	\$ 1,344,893	\$882,429	\$ 1,561,358	\$ 674,302	\$465,172	\$227,290	
Total Government Funds	\$1,010,000	\$0	\$1,010,000	\$1,802,427	\$1,291,129	\$1,806,358	\$889,252	\$684,542	\$331,457	
Public Support										
Direct Mail Contributions	\$2,400,000	\$0	\$2,400,000	\$2,878,858	\$2,505,448	\$1,083,940	\$2,164,878	\$1,523,187	\$1,678,341	Public Support: In FY23, there were several large one-time gifts that we did not expect to repeat in FY24, which is why public support is projected to decrease.
Individual Contribution (non-direct mail)	\$4,700,000	\$0	\$4,700,000	\$4,937,026	\$5,007,300	\$6,468,401	\$9,039,690	\$2,063,917	\$1,869,415	
Requests - current year used for operating United Way/CFC	\$200,000	\$0	\$200,000	\$184,905	\$364,685	\$86,179	\$25,000	\$23,671	\$24,688	
Total Individual	\$7,370,000	\$0	\$7,370,000	\$7,969,477	\$7,969,440	\$9,712,865	\$7,188,902	\$4,019,574	\$3,845,833	Public Support: In FY23, there were several large one-time gifts that we did not expect to repeat in FY24, which is why public support is projected to decrease.
Grants - Organizations	\$2,000,000	\$0	\$2,000,000	\$2,152,072	\$2,188,031	\$4,973,022	\$2,551,291	\$1,771,136	\$2,196,572	
Contributions - Organizations	\$1,775,000	\$0	\$1,775,000	\$2,040,378	\$1,831,313	\$3,209,816	\$2,905,866	\$1,085,828	\$1,065,620	
Special Events (net of expenses)	\$200,000	\$0	\$200,000	\$200,000	\$201,072	\$578	\$128,220	\$300,558	\$451,226	Salaries & Benefits: Salaries: *The increase in salaries expense from FY23 to FY24: 1) Assumes the 6 positions that were vacant for most of FY23 will be filled for all of FY24. 2) Assumes salary increases for all eligible employees as of July 1, 2023. Benefits: *Increase in Benefits: 1) Increase in the 401(k) match benefit from \$0.75 match per \$1 to a \$1 for \$1 match to 5% of salary. Estimated cost - \$50,000. 2) Health Insurance - 8% increase 3) Dental Insurance - 6% increase 4) Workers' compensation - 10% increase
Total Public Support	\$11,345,000	\$0	\$11,345,000	\$11,961,927	\$12,190,856	\$15,496,281	\$12,874,779	\$7,177,096	\$7,597,451	
Total Gov't Funds and Public Support	\$12,375,000	\$0	\$12,375,000	\$13,763,844	\$13,481,985	\$17,302,639	\$13,764,031	\$7,851,638	\$7,890,728	
Revenue										
Shared Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$227,612	\$219,887	\$319,365	Advertising & Promotions: Increase is mostly due to online fund raising proposed by the new direct mail firm.
COOP (net of expenses)	\$0	\$0	\$0	\$0	\$0	\$26,080	\$27,948	\$29,912	\$24,532	
Parking Lot Lease Net Revenue	\$130,000	\$0	\$130,000	\$180,000	\$180,000	\$180,000	\$112,333	\$0	\$0	
Other Income (includes Discounts/Rebates)	\$60,000	\$0	\$60,000	\$99,477	\$4,881	\$16,314	\$34,997	\$29,077	\$17,245	*FY23 Food Assistance Study was - \$70,000
Total Revenue	\$190,000	\$0	\$190,000	\$279,477	\$175,558	\$242,394	\$277,014	\$249,372	\$336,358	
Total Investment Draw, Gov't, Public Support & Revenue	\$20,565,000	\$8,000,000	\$12,565,000	\$14,043,321	\$13,657,543	\$17,545,033	\$14,212,045	\$8,111,010	\$8,227,086	
Expenses										
Salaries & Benefits										Conferences: Decrease from FY23 \$85,522 is mostly due to: *FY23 Needs Assessment was - \$24,500 *FY23 Food Assistance Study was - \$70,000
Salaries (includes overtime)	\$4,797,562	\$0	\$4,797,562	\$4,461,604	\$3,933,739	\$3,487,228	\$3,699,541	\$3,308,740	\$ 3,081,995	
Payroll Taxes	\$374,210	\$0	\$374,210	\$530,429	\$328,260	\$262,610	\$285,161	\$264,041	\$245,512	
Benefits	\$958,653	\$0	\$958,653	\$773,852	\$654,689	\$559,073	\$712,414	\$609,789	\$556,881	Innovation Programs & Agency Support: The decrease from prior year: *In FY23 we had \$500,000 federal grant to purchase trucks for member agencies. This grant will not repeat in the FY24. *As we spend down the surplus funds, we are slowly reducing agency support back to pre-pandemic levels.
Total Salaries & Benefits	\$6,130,425	\$0	\$6,130,425	\$5,765,885	\$4,916,688	\$4,306,911	\$4,702,315	\$4,179,570	\$3,886,406	
Program and Administration										
Advertising & Promotion	\$148,450	\$0	\$148,450	\$86,404	\$36,689	\$26,887	\$22,356	\$91,773	\$37,800	Meetings/Conferences/Training/Travel: *The increase on this line is to meet the goals of the strategic plan to expand opportunities and professional growth through training & career development and prioritize employee wellness.
Bank and Payroll Processing Fees	\$108,500	\$0	\$108,500	\$100,432	\$134,119	\$169,095	\$181,191	\$65,450	\$61,497	
Consultants (IT, Janitorial, Security & Other)	\$299,018	\$0	\$299,018	\$364,640	\$249,823	\$152,162	\$173,196	\$221,370	\$180,151	
Direct Mail	\$550,000	\$0	\$550,000	\$556,600	\$487,001	\$425,540	\$397,815	\$388,904	\$394,037	*FY23 Food Assistance Study was - \$70,000
Dues & Subscriptions	\$70,972	\$0	\$70,972	\$65,555	\$62,760	\$49,317	\$46,231	\$45,730	\$42,298	
Equipment & Maintenance	\$338,451	\$0	\$338,451	\$285,296	\$303,066	\$251,389	\$234,018	\$194,605	\$192,855	
Food Acquisition (includes Freight & VAP)	\$7,000,000	\$4,250,000	\$3,350,000	\$7,648,055	\$6,194,862	\$4,118,782	\$1,828,020	\$1,473,161	\$1,980,143	*FY23 Food Assistance Study was - \$70,000
Food Purchases (Kids Cafe & Healthy Habits)	\$182,000	\$0	\$182,000	\$184,492	\$132,117	\$117,764	\$42,265	\$45,356	\$57,820	
Innovative Programs & Agency Support	\$400,000	\$200,000	\$200,000	\$1,318,486	\$275,555	\$718,085	\$487,456	\$374,483	\$427,182	
Insurance	\$64,420	\$0	\$64,420	\$65,112	\$52,980	\$50,220	\$39,742	\$36,040	\$45,395	*FY23 Food Assistance Study was - \$70,000
Meetings/Conferences/Training/Travel	\$132,800	\$0	\$132,800	\$45,674	\$16,534	\$18,590	\$28,004	\$39,257	\$47,921	
Mileage & Tolls	\$22,850	\$0	\$22,850	\$15,570	\$7,963	\$2,097	\$9,504	\$10,488	\$11,614	
Miscellaneous	\$9,100	\$0	\$9,100	\$17,371	\$7,065	\$4,969	\$5,299	\$4,127	\$3,358	*FY23 Food Assistance Study was - \$70,000
Postage	\$35,040	\$0	\$35,040	\$35,485	\$33,061	\$29,725	\$34,100	\$26,648	\$28,878	
Printing & Publications	\$67,450	\$0	\$67,450	\$67,863	\$52,298	\$45,853	\$35,542	\$37,171	\$10,267	
Professional Fees	\$84,000	\$0	\$84,000	\$95,150	\$67,873	\$66,304	\$71,390	\$61,938	\$50,117	*FY23 Food Assistance Study was - \$70,000
Student Expenses	\$0	\$0	\$0	\$0	\$0	\$21,779	\$43,902	\$85,973	\$30,402	
Supplies	\$209,751	\$0	\$209,751	\$203,994	\$168,075	\$126,091	\$155,864	\$151,704	\$208,851	
Telephone	\$16,430	\$0	\$16,430	\$15,670	\$15,414	\$15,455	\$19,267	\$18,549	\$18,014	*FY23 Food Assistance Study was - \$70,000
Temporary Personnel	\$0	\$0	\$0	\$0	\$79,949	\$129,758	\$37,679	\$53,737	\$8,712	
Transportation	\$134,887	\$0	\$134,887	\$123,574	\$114,464	\$94,808	\$96,948	\$96,244	\$103,451	
Trash Removal	\$27,000	\$0	\$27,000	\$28,853	\$27,641	\$24,564	\$30,141	\$31,832	\$24,117	*FY23 Food Assistance Study was - \$70,000
Utilities	\$152,150	\$0	\$152,150	\$131,897	\$142,661	\$147,980	\$145,605	\$192,996	\$177,079	
Volunteer Expense	\$500	\$0	\$500	\$857	\$36	\$0	\$4,541	\$6,179	\$6,199	
Total Program & Administration	\$10,853,769	\$4,500,000	\$6,353,769	\$11,525,129	\$9,367,641	\$6,799,208	\$4,124,775	\$6,643,229	\$4,076,248	Grants for Capital Expenditures: 1) Fred Roddy - \$44,000 2) Champion Foundation - \$257,000 Total - \$301,000
Total Expenses	\$16,984,194	\$4,500,000	\$12,484,194	\$17,072,014	\$14,765,179	\$11,107,119	\$8,826,540	\$7,822,799	\$7,965,606	
Surplus (Deficit) before Capital Expenditures	\$3,580,806	\$8,500,000	\$12,080,806	(\$3,028,693)	(\$626,786)	\$6,437,914	\$5,385,505	\$288,211	\$264,482	
Capital Grants & Expenditures										Capital Expenses: 1) Network/Computer Equipment - \$53,000 2) Replace Washing Dock Shelter - \$14,000 3) Overhaul & End Cap Refurb - \$69,000 4) New Kitchen Floor - \$21,000 5) Patient Jack - \$5,000 6) Paving Access Road - \$96,000 7) Paving Loading Dock Area - \$96,000 Total \$356,000
Grants for Capital Exp.	\$101,000	\$0	\$101,000	\$94,000	\$300,000	\$249,285	\$209,273	\$302,770	\$94,000	
Cost of Capital Exp.	(\$356,000)	\$0	(\$356,000)	(\$400,000)	(\$478,423)	(\$319,443)	(\$312,322)	(\$313,319)	(\$34,928)	
Net PPE	(\$55,000)	\$0	(\$55,000)	(\$306,000)	(\$178,423)	(\$70,158)	(\$103,099)	(\$10,549)	(\$92,828)	
NET SURPLUS (DEFICIT) USING OPERATING FUNDS										
	\$3,525,806	\$8,500,000	\$12,025,806	(\$3,334,693)	(\$595,209)	\$6,367,756	\$5,282,406	\$277,662	\$263,504	

RI Community Food Bank Budget Narrative FY24

The Food Bank estimates it will end FY23 with a deficit of \$3M, which was funded with some of the \$11.2 million surplus carried over from prior years. The budget proposes using \$4.5M of the remaining \$8M in surplus funds in FY24 and will carry over \$3.5 million to FY25.

Overall Programmatic Goals for FY24:

- Distribute 16 million pounds of food.
- Pack and distribute 10,000 Kid Boxes and To-Go-Bags.
- Distribute an average of 320 meals per day at the Kids Cafe sites.
- Conduct 205 SNAP outreach visits.
- Provide grants to support member agencies.

Government Grants:

Government Grants – State:

The budget includes \$450,000 in funding from the State of Rhode Island for food acquisition, which is flat with FY23.

Government Grants – TEFAP/CSFP/Other Federal Funding:

The budget includes \$400,000 for TEFAP program administration and \$180,000 for the CSFP program administration. It is estimated that the Food Bank will acquire about 3 million pounds of food from the TEFAP program and 750,000 pounds from the CSFP program.

Public Support:

We are projecting approximately \$617,000 less in public support in FY24 than we are likely to receive in FY23. Overall, this is recognizing that we received more than \$500,000 in large, one-time gifts from foundations, corporations, and individuals related to the pandemic emergency that are not likely to be repeated.

Individual Giving:

Direct mail revenue is projected at \$2.4 million, just slightly ahead of the projected FY23 final revenue. As we implement a new mailing schedule and some new techniques with our new direct marketing partner, we hope to increase revenue through a combination of tactics: customized treatment for \$1,000--\$4,999 donors, renewing donors who have lapsed since the pandemic, and improved Impact Report communications.

Other individual giving is projected to come in at \$4,700,000, about \$235,000 less than estimated FY23 individual giving at year end. We anticipate some drop off in major gifts that were related to the pandemic emergency. However, as we are seeing huge increases in need right now, we plan to aggressively message this to donors to try to secure increases from some major donors to help us keep up with the need.

Bequests:

We increased projected revenue from bequests based on an average of the bequest revenue from the past three years.

Grants:

We are projecting grants revenue to be \$2 million for FY24, about \$150,000 less than estimated FY23 grants revenue. This is due to some one-time pandemic-related funding that is not likely to repeat. In addition, we anticipate that we will continue to see some falloff in corporate and foundation pandemic-related grant funding opportunities, and that some will renew at lower levels.

Organization Contributions:

We are projecting \$1,775,000 in gifts from organizations, about \$265,000 less than we expect to raise in FY23. Reasons are similar to other categories in that we anticipate a drop off in large, one-time pandemic related gifts.

Special Events:

We have budgeted \$200,000 for special events assuming we will do Truck Stop in June of 2024.

Expenses:**Salaries:**

The increase in salaries expense is due to the following:

- The proposed budget for FY24 includes a 4% salary increase for all staff in recognition of the current inflationary environment and the need to retain staff. The cost of the salary increase is approximately \$178,000. The plan for FY25 will be to return to the standard annual increase of 2.5%.
- Over the past year, there have been several vacant positions, that resulted in savings. As of the beginning of May, there were 4 budgeted positions vacant, 2 that we are working to fill and two that we have decided to eliminate, by moving duties to other positions. The number of positions in the budget has been reduced from 68.5 FTEs to 66.5 FTEs.

Benefits:

The increase in benefits include:

- Benefit costs for FY23 were under budget because of the several vacant positions. The majority of the increase from FY23 to FY24 is related to filling these vacant positions and the new employees taking advantage of the benefits package.
- The budget proposes increasing the match in the 401(k) from \$0.75 per dollar to a dollar-for-dollar match, up to 5% of pay. The estimated cost of this change is \$50,000.
- Health insurance is estimated to increase by 8%, based on a January 1 renewal.
- Dental insurance is estimated to increase by 6%, based on a January 1 renewal.
- Workers Compensation is estimated to increase by 10%, based on a January 1 renewal.

Advertising & Promotion:

The advertising and promotion budget is projected to increase by \$62,000, as the development team deploys the online advertising program recommended by the new direct mail consulting firm.

Consultants:

The budget for consulting expense decreased by approximately \$85,000, as in FY23 the Food Bank spent \$24,500 on the Community Needs Assessment and \$70,000 on the Food Assistance Study. Both these projects were one-year projects.

Consulting expenses in the FY24 budget include:

- Outside IT Consulting/PCI Compliance - \$110,000
- Janitorial services and parking lot security - \$70,000
- Translation services and intern stipends for various programs - \$26,000
- Video production for social media platforms - \$20,000
- Website maintenance - \$18,000
- Development Department Database Consultant - \$15,000
- Design consultant for newsletter, annual report, & photography - \$15,000
- HR consulting (annual salary survey and miscellaneous consulting) - \$8,000
- RI Legal Services (SNAP Outreach Program) - \$10,000.
- Lobbying Consultant - \$8,400.

Food Acquisition:

It is estimated that 16M pounds of food will be acquired at a total cost \$7.8M. The budget projections assume a 4% inflationary increase in food and transportation costs. The average cost of purchased product increased from \$1.01 to \$1.05 per pound.

Approximately \$3M is allocated to the purchase of 2.85M pounds of culturally relevant product, including produce, spice boxes and local market purchases. Fresh produce acquisition, both donated and purchased (including culturally relevant produce) is estimated at 4.2M pounds. Federal commodities from the TEFAP and CSFP programs are estimated at 3.75M pounds.

The chart below outlines the categories of food acquisition, pounds acquired by category and the cost of each category.

Sources	Projected FY23	Projected FY24	Change	Budget FY24
Donated Product–				
Total Donated	4,800,000	5,450,000	650,000	\$927,800
Purchased	6,533,734	6,400,000	(133,734)	\$6,720,000
Government Product				
TEFAP	2,732,466	3,000,000	267,534	\$0
CSFP	750,000	750,000	0	\$0
Total Government Product	3,482,466	3,750,000	267,534	\$0.00
Kids Boxes & To-Go-Bags (10,000 boxes or bags)	110,000	78,000	(32,000)	\$152,200
Co-Op Program (Net \$-0-)	248,134	250,000	1,866	\$0
Total	15,174,334	15,928,000	753,666	\$7,800,000

Innovation Programs & Agency Supports:

During the pandemic, the Food Bank provided significant cash support to member agencies to help them distribute food in safe and innovative ways. In FY23, as agencies started to return to normal operating practices, we provided cash support to assist agencies in many ways. The cash support went to assist member agencies move back to the client choice model, make needed capital improvements, and provide pantry clients with vouchers to acquire food from local markets. Also, we received a one-time federal grant of \$500,000 to help 5 member agencies acquire new trucks. In FY24, agency support has been reduced to \$400,000, but will still cover grants for capacity, capital improvements, vouchers, and other needs identified by agencies.

Meetings/Conferences/Training/Travel:

During the pandemic, the Food Bank had scaled back employee conferences, training, and travel. Prior to the pandemic, we sent a few employees each year to Feeding America conferences and provided many employees with different training opportunities. In FY24, the plan is ramp up the training program and focus on strategic plan goal B (2): *Expand leadership opportunities and professional growth for staff through training and career development*. The budget sets aside \$50,000 of surplus funds to roll out an organizational wide training and development program that encompasses all staff.

RICFB			
3 Year Budget			
FY24, FY25, FY26			
	FY24	FY25	FY26
Restricted Funds & Annual Investment Draw			
Surplus Funds Carryover	\$8,000,000	\$3,500,000	\$0
Annual Investment Draw	\$0	\$0	\$130,000
Total Restricted Funds and Investment Draw	\$8,000,000	\$3,500,000	\$130,000
Government Funds	\$1,030,000	\$1,030,000	\$1,030,000
Public Support	\$11,345,000	\$11,628,625	\$11,919,341
Revenue	\$190,000	\$190,000	\$190,000
Total Public Support & Revenue	\$12,565,000	\$12,848,625	\$13,139,341
Total Carryover, Investment Draw, Public Support and Revenue	\$20,565,000	\$16,348,625	\$13,269,341
Expenses			
Salaries & Benefits	\$6,130,425	\$6,327,057	\$6,551,766
Food Acquisition	\$7,800,000	\$6,770,000	\$3,360,000
Program and Administration, Excluding Food	\$3,053,769	\$3,175,920	\$3,271,197
Net Capital Expenditures	\$55,000	\$75,000	\$75,000
Total Expenses	\$17,039,194	\$16,347,977	\$13,257,963
Net Surplus (Deficit)	\$3,525,806	\$648	\$11,378

RI Food Bank - Monthly Financial Summary - For the Ten Months Ending April 30, 2023

BALANCE SHEET

	Current Fiscal Year	Prior Fiscal Year
Assets		
Cash	\$5,273,697	\$7,440,543
Receivables	\$496,932	\$224,914
Prepaid & Other	\$148,206	\$115,914
Inventory	\$1,566,980	\$1,716,386
Fixed Assets (Net)	\$5,847,905	\$5,835,477
Investments	\$11,053,647	\$11,132,645
Total Assets	\$24,387,367	\$26,465,879
Liabilities & Fund Balance		
Accounts Payable & Accrued Expenses	\$823,606	\$712,286
Deferred Revenue	\$164,495	\$145,370
Other	\$0	\$0
Total Liabilities	\$988,101	\$857,656
Fund Balance	\$23,399,266	\$25,608,223
Total Liabilities & Fund Balance	\$24,387,367	\$26,465,879

DISTRIBUTION IN POUNDS

Category	Current Year	Prior Year
Donated	4,128,170	3,269,567
TEFAP	2,974,751	3,861,727
CSFP	538,171	459,174
Purchased	5,372,921	4,700,004
ESFP	300,867	0
Total	13,314,880	12,290,472

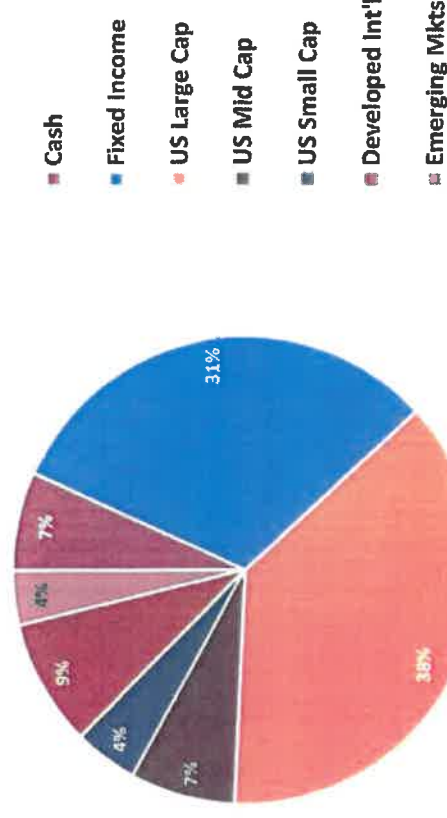
YTD INVESTMENT ACTIVITY

	Current YTD	Prior YTD
Balance at Beginning of Year	\$10,432,110	\$7,186,360
Deposits/Stock Gifts	\$208,677	\$5,298,979
Investment Income (reinvested)	(\$476,162)	\$491,707
Unrealized Gains (Loss)	\$1,137,337	(\$1,494,390)
Management Fees	(\$38,119)	(\$34,518)
Total Investment Income	\$623,056	(\$1,037,201)
Withdrawals & Stock Gift Cash Distribution	(\$210,197)	(\$315,493)
Balance at End of Period	\$11,053,647	\$11,132,645

INCOME STATEMENT

	Current Fiscal Year Actual YTD	Fiscal Year Budget YTD	Prior Fiscal Year Actual YTD	Current /Prior Variance
Gov't, Public Support & Revenue				
Government Funding	\$1,606,065	\$1,267,000	\$775,833	\$830,232
Public Support	\$10,412,471	\$8,572,154	\$10,501,921	(\$89,449)
Revenue	\$255,648	\$173,779	\$173,028	\$82,620
Total Income	\$12,274,183	\$10,012,934	\$11,450,782	\$823,402
Expenses				
Personnel Costs	\$4,547,338	\$5,081,827	\$4,113,745	(\$433,593)
Food Acquisition	\$6,134,993	\$5,892,562	\$5,178,229	(\$956,764)
Grants to Agencies	\$906,453	\$908,847	\$836,816	(\$69,637)
All Other Expenses	\$2,016,400	\$2,152,166	\$1,826,306	(\$190,094)
Total Expenses	\$13,605,184	\$14,035,391	\$11,955,096	(\$1,650,088)
Total Operating Surplus (Deficit)	(\$1,331,000)	(\$4,022,458)	(\$504,314)	(\$826,686)

Portfolio Allocation



RICFB
Statement of Activity
For the Ten Months Ending April 30, 2023
INTERNAL USE ONLY

	Annual FY23 Budget	Year-to-Date Actual FY23	Year-to-Date Budget FY23	Actual/Budget Positive (Negative) Variance	Year-to-Date Actual FY22	This/Last Positive (Negative) Variance
Public Support						
State and Local Grants	\$450,000	\$348,672	\$337,500	\$11,172	\$187,100	\$161,572
Federal Grants	\$1,008,000	\$1,257,393	\$929,500	\$327,893	\$588,733	\$668,660
Sub-Total Government Grants	\$1,458,000	\$1,606,065	\$1,267,000	\$339,065	\$775,833	\$830,232
Direct Mail Contributions	\$2,214,845	\$2,103,502	\$1,936,264	\$167,238	\$2,309,861	(\$206,359)
Individual Contribution (non-direct mail)	\$4,200,000	\$4,501,791	\$3,834,328	\$667,463	\$4,510,782	(\$8,991)
Bequests	\$25,000	\$184,905	\$25,000	\$159,905	\$145,665	\$39,240
United Way	\$80,000	\$52,692	\$67,039	(\$14,347)	\$91,573	(\$38,882)
Sub-Total Individual Giving	\$6,519,845	\$6,842,890	\$5,862,631	\$980,258	\$7,057,881	(\$214,992)
Grants - Organizations	\$1,790,500	\$1,756,573	\$1,298,583	\$457,989	\$1,809,231	(\$52,658)
Contributions - Organizations/In-Kind	\$1,525,000	\$1,813,009	\$1,410,940	\$402,069	\$1,834,809	\$178,200
Special Events	\$175,000	\$0	\$0	\$0	\$0	\$0
Total Public Support	\$11,468,145	\$12,018,536	\$9,839,154	\$2,179,381	\$11,277,754	\$740,782
Revenue						
CO-OP (net loss)	\$0	\$964	\$0	\$964	(\$4,936)	\$5,900
Other Income/Amazon lease (net of exp)	\$208,535	\$254,684	\$173,779	\$80,904	\$177,964	\$76,720
Total Revenue	\$208,535	\$255,648	\$173,779	\$81,869	\$173,028	\$82,620
Total Public Support & Revenue	\$11,676,680	\$12,274,183	\$10,012,934	\$2,261,250	\$11,450,782	\$823,402
Expenses						
Salaries	\$4,824,748	\$3,656,571	\$4,011,783	\$355,211	\$3,287,787	(\$368,785)
Payroll Taxes and Benefits	\$1,268,330	\$890,767	\$1,070,044	\$179,278	\$825,958	(\$64,809)
Total Personnel Expenses	\$6,093,078	\$4,547,338	\$5,081,827	\$534,489	\$4,113,745	(\$433,593)
Advertising & Promotion	\$89,300	\$63,720	\$79,083	\$15,363	\$29,256	(\$34,464)
Bank, Payroll & Professional Fees	\$201,300	\$179,214	\$185,911	\$6,698	\$173,428	(\$5,786)
Consultants	\$446,030	\$287,667	\$366,192	\$78,525	\$201,718	(\$85,949)
Direct Mail	\$556,000	\$513,219	\$519,669	\$6,450	\$454,867	(\$58,351)
Dues & Subscriptions	\$74,258	\$50,126	\$59,216	\$9,089	\$52,674	\$2,548
Equipment & Maintenance	\$332,255	\$238,083	\$276,879	\$38,796	\$263,229	\$25,145
Food Acquisition	\$7,026,342	\$6,134,993	\$5,892,552	(\$242,442)	\$5,178,229	(\$956,764)
Innovation and Capacity Fund and Agency Grants	\$1,329,000	\$906,453	\$908,847	\$2,393	\$836,816	(\$69,637)
Insurance	\$57,945	\$49,991	\$48,288	(\$1,704)	\$44,113	(\$5,878)
Mileage, Conferences & Training, Travel	\$127,340	\$52,114	\$101,950	\$49,836	\$20,617	(\$31,497)
Miscellaneous	\$9,750	\$5,618	\$8,125	\$2,507	\$6,434	\$816
Postage	\$42,044	\$28,388	\$35,552	\$7,165	\$27,483	(\$905)
Printing & Publications	\$66,665	\$46,070	\$55,554	\$9,484	\$38,664	(\$7,407)
Supplies	\$169,445	\$176,324	\$142,704	(\$33,620)	\$151,862	(\$24,462)
Telephone	\$15,000	\$13,704	\$12,500	(\$1,204)	\$12,628	(\$1,075)
Temporary Personnel	\$0	\$79,949	\$0	(\$79,949)	\$99,939	\$19,990
Transportation	\$126,031	\$99,418	\$106,658	\$7,241	\$95,868	(\$3,550)
Trash Removal	\$27,000	\$23,713	\$22,500	(\$1,213)	\$23,646	(\$66)
Utilities	\$151,100	\$108,725	\$129,719	\$20,994	\$129,783	\$21,058
Volunteer Expense	\$2,000	\$357	\$1,667	\$1,309	\$96	(\$262)
Total Expenses	\$16,941,883	\$13,605,184	\$14,035,391	\$430,207	\$11,955,096	(\$1,650,088)
Surplus (Deficit) from Operating Funds	(\$5,265,203)	(\$1,331,000)	(\$4,022,458)	\$2,691,457	(\$504,314)	(\$826,686)
Investment Income, Bequests & Property, Plant & Equipment						
Investment income (Loss)	\$0	\$623,056	\$0	\$623,056	(\$1,037,202)	\$1,660,258
Grants/Expenses (Net) - Property, Plant & Depreciation Expense	\$146,846	\$94,000	\$146,846	(\$52,846)	\$300,000	(\$206,000)
	(\$425,000)	(\$359,081)	(\$354,167)	(\$4,914)	(\$347,200)	(\$11,881)
Total Other	(\$278,154)	\$357,976	(\$207,321)	\$565,296	(\$1,084,402)	\$1,442,378
TOTAL SURPLUS (DEFICIT)	(\$5,543,357)	(\$973,025)	(\$4,229,778)	\$3,256,754	(\$1,588,716)	\$615,691

**Rhode Island Community Food Bank
Financial Statement Narrative
April 30, 2023**

The Food Bank ended April with a \$1.3M deficit, which was \$2.7M ahead of budget. Public support and revenue were \$2.3 ahead of budget and expenses were \$430,000 under budget.

We ended FY22 with remaining surplus funds of \$11M from funds raised during the pandemic. The FY23 budget allocated a total of \$5.3M of these funds toward food acquisition and assistance to member agencies. Any surplus funds at the end of FY23 will be used in FY24 & FY25.

Public Support & Revenue

At the end of April, public support & revenue was ahead of budget by \$2.3M.

- **Government Grants** were ahead of budget by \$330,000, mostly due to two federal grants for food that were not included in the budget.
- **Individual Giving** was ahead of budget by \$980,000 and continues to outperform expectations.
- **Grants – Organizations** were ahead of budget by \$458,000, which includes approximately \$350,000 of large one-time grants that we do not anticipate will repeat next year.
- **Contributions from Organizations** were ahead of budget by \$402,000, which includes several large one-time gifts.

Expenditures

Total expenses were under budget by \$430,000 at the end of April. While several categories fluctuated from budget, as the year progresses, it is expected that the fluctuations will flatten out.

- **Salaries & benefit expenses** were under budget by \$534,000 due to various vacant positions during the year. At the end of April, we still had four positions unfilled, two of which we have decided not to fill.
- **Food Acquisition** was over budget by \$242,000. With the extra EFSP funding from the federal government, we expect food acquisition to be over budget by \$345,000.
- **Consultant expense** was under budget by \$79,000 mostly related to the redesign of the website. As we complete the website over the last couple of months, we expect to spend to budget.
- **Temporary personnel expense** was over budget by \$80,000 as we used temporary staffing to cover a couple of the positions that were vacant.
- **Mileage, Conferences & Training and Travel** was under budget by \$50,000. We are still not at the spending levels of pre-Covid in these categories. We expect to spend more in the area of training over the next couple of months.