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.

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.
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!

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.

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.

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.

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.
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 Toneys 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.
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.
Customers shopping at Daily Table Dorchester on the Tuesday before Thanksgiving 2020, when we partnered with the Highland Street Foundation to provide $15,000 of free produce.
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.
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.

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

<table>
<thead>
<tr>
<th>Store</th>
<th>Basket Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>America’s Food Basket</td>
<td>$67.15</td>
</tr>
<tr>
<td>Tropical Foods</td>
<td>$67.75</td>
</tr>
<tr>
<td>Stop &amp; Shop</td>
<td>$59.71</td>
</tr>
<tr>
<td><strong>Daily Table</strong></td>
<td><strong>$47.14</strong></td>
</tr>
</tbody>
</table>

**Average Savings**: $20.45

*Internally Prepared*
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 to 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."
WITH YOUR SUPPORT

WE DEVELOPED NEW PARTNERSHIPS

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.

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.
FINANCIAL IMPACT

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%

Internally Prepared
2020 FINANCIALS

INCOME

- Store Retail Sales: 54.2%
- Grants & Contributions: 44.1%
- Other: 1.7%

$6,063,590 Revenue Raised

EXPENSES

- Cost of Goods Sold & Program: 49.1%
- Labor & Benefits: 28.5%
- Administration: 11.5%
- Occupancy: 9.5%
- Marketing: 0.3%
- Professional Services: 1.1%

$5,789,068 Expenses

Internally Prepared
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 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.