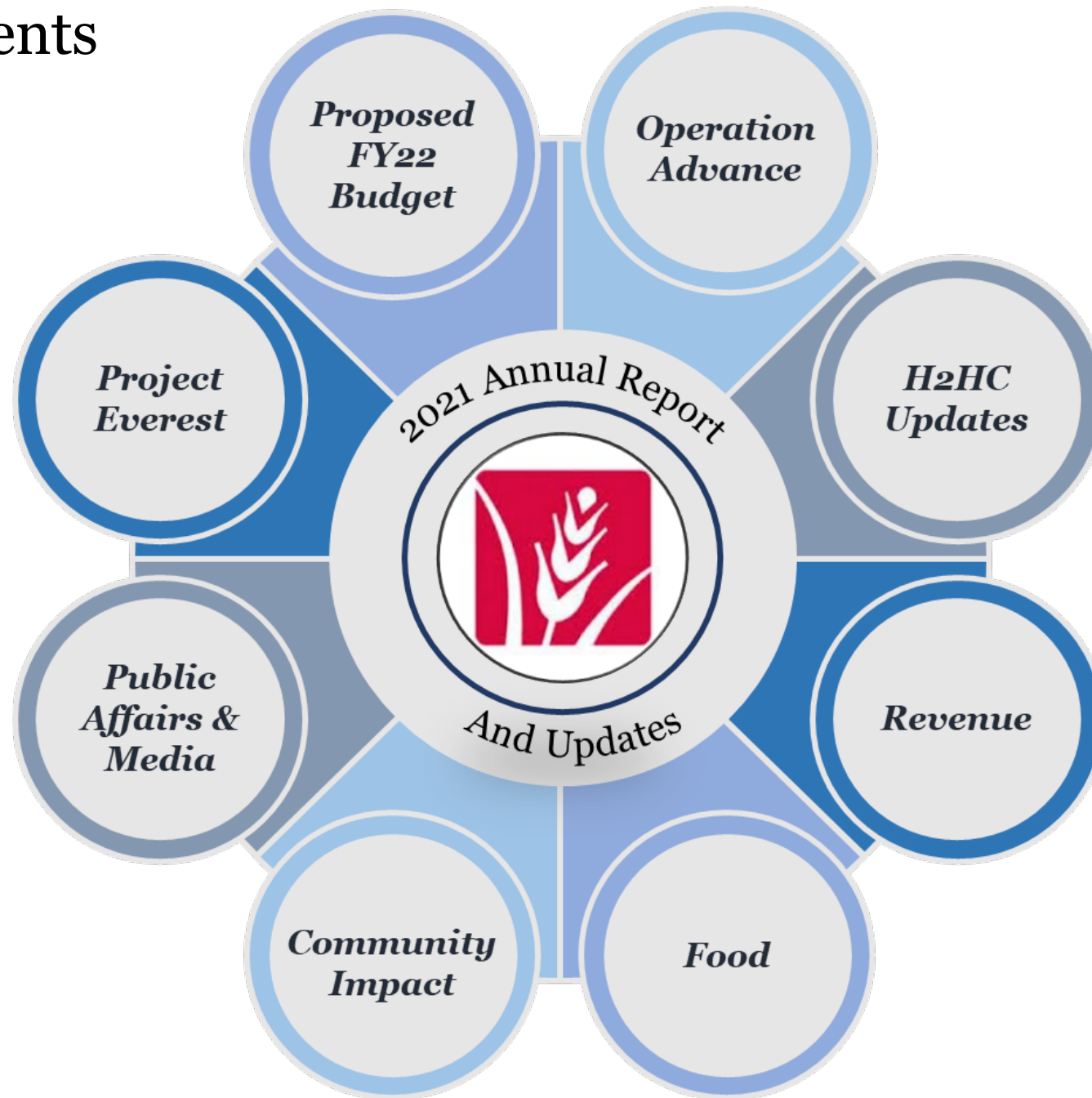


ENDING HUNGER NOW

2021 Annual Report
September 21, 2021

Presented By:
Catherine D'Amato

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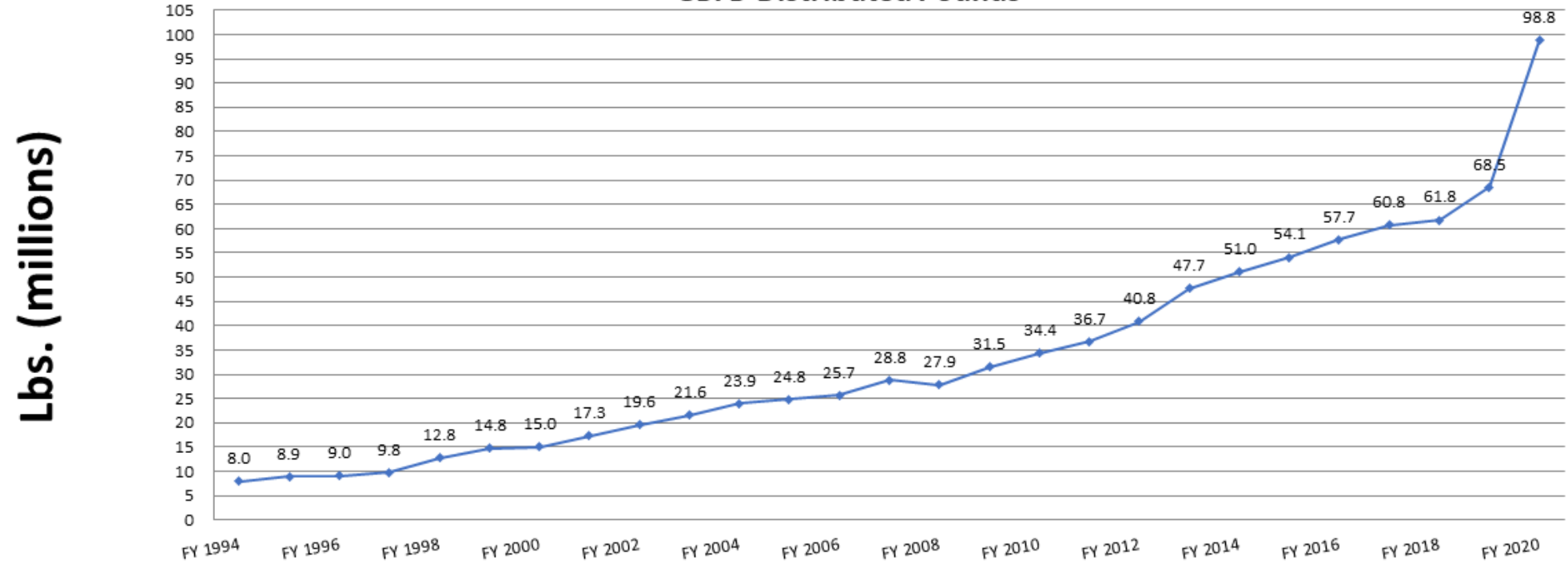




Since 1981, The Greater Boston Food Bank has worked passionately to end hunger across Eastern Massachusetts by providing our neighbors in need the healthy food and resources they need to thrive.

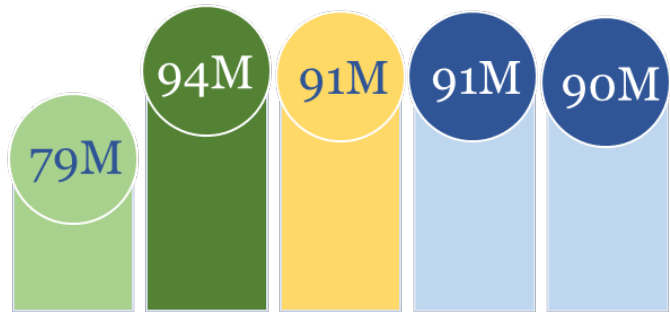


GBFB Distributed Pounds

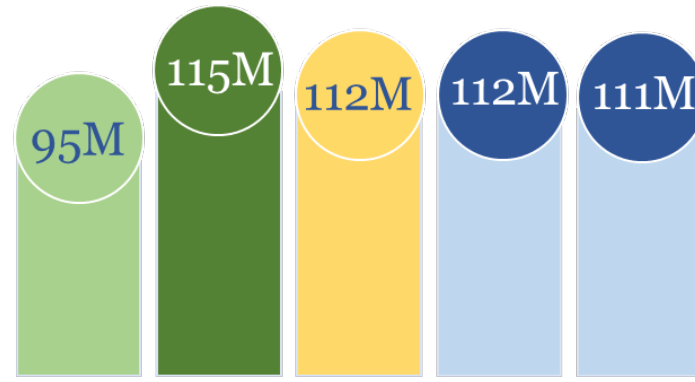


KPI's and Future Projections

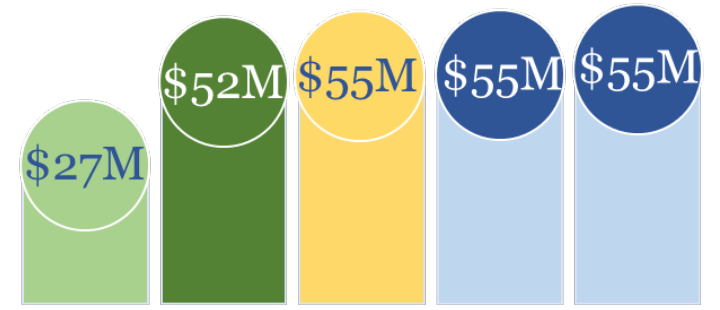
Meals



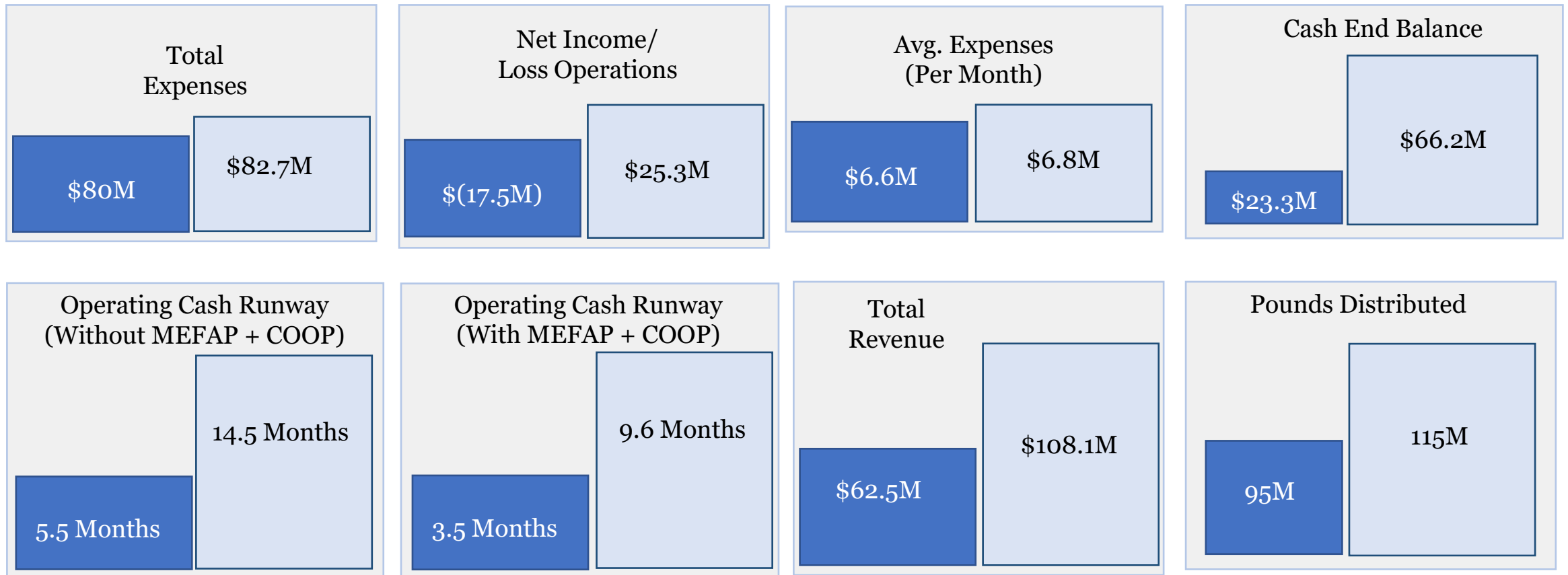
Food (lbs.)



Fund Raising (\$)



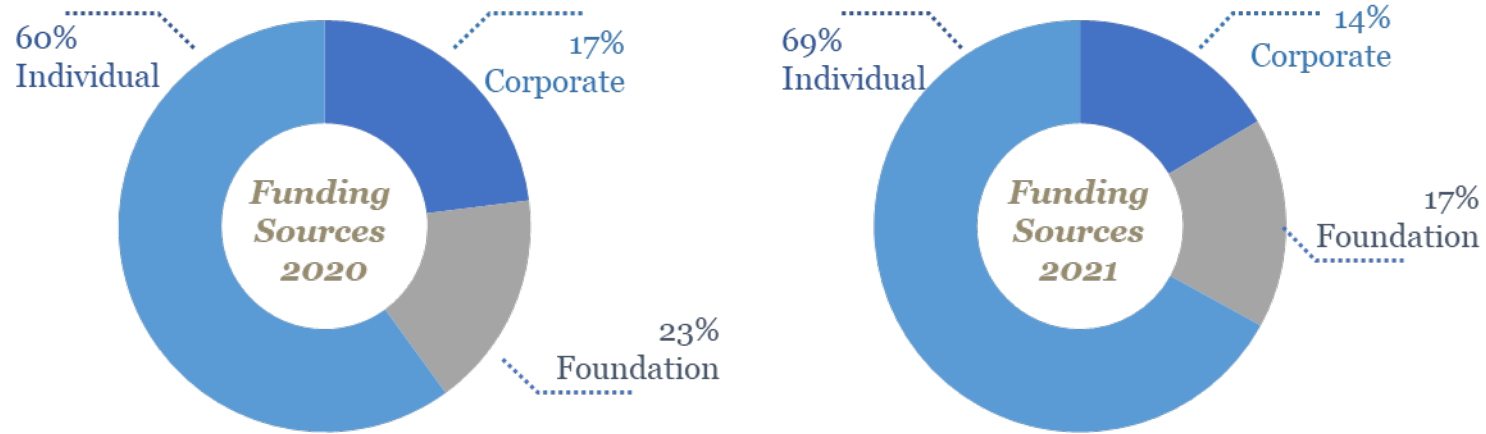
FY21 Budget to Projections



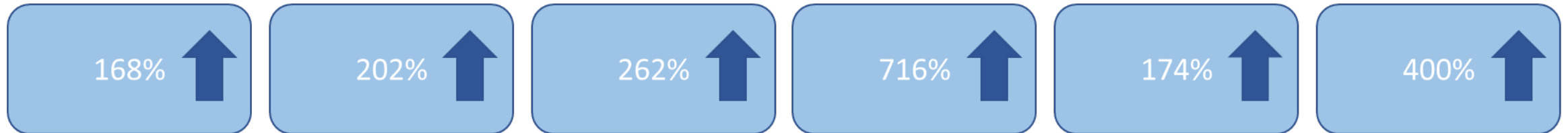
Budget FY 2021
Projection FY 2021

Fundraising Revenue

Sources of Revenue by Category (Results through Aug FY21)



% Increase by Channel (Results through Aug FY21)



Corporate**

Foundation

Direct Response

Web

Managed
Individual
Portfolios

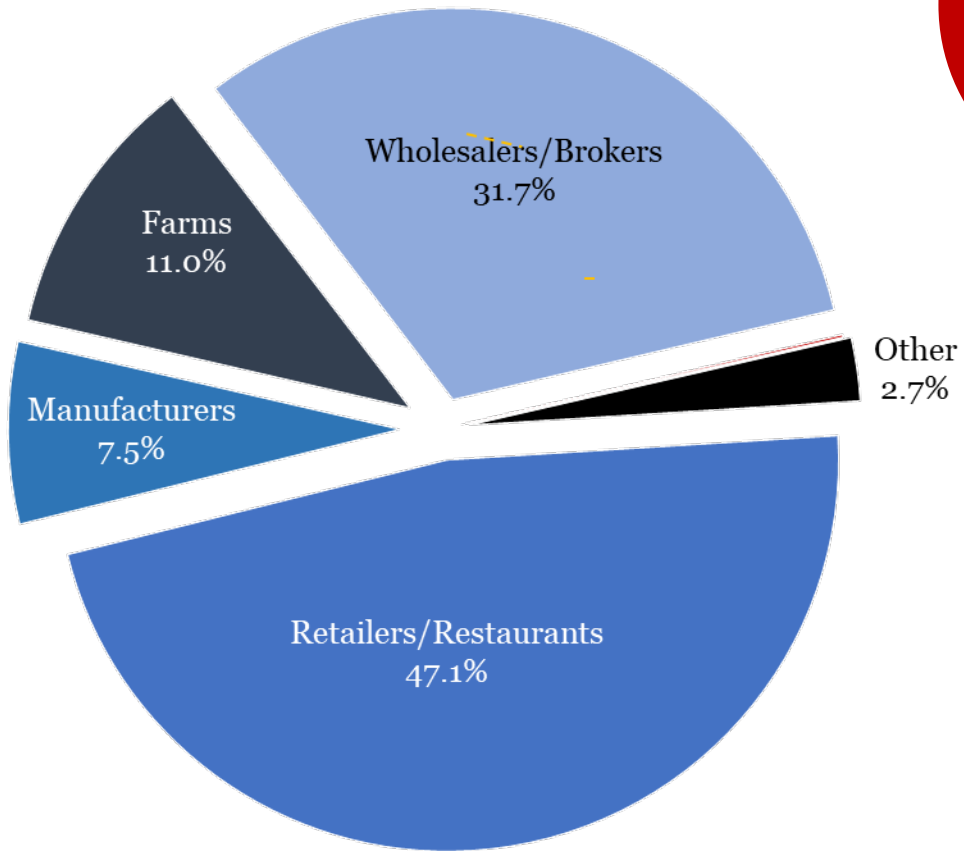
Individuals***

**Includes corporate sponsorships, cause marketing and matching gifts

***Includes employee giving, special events, recurring and unsolicited

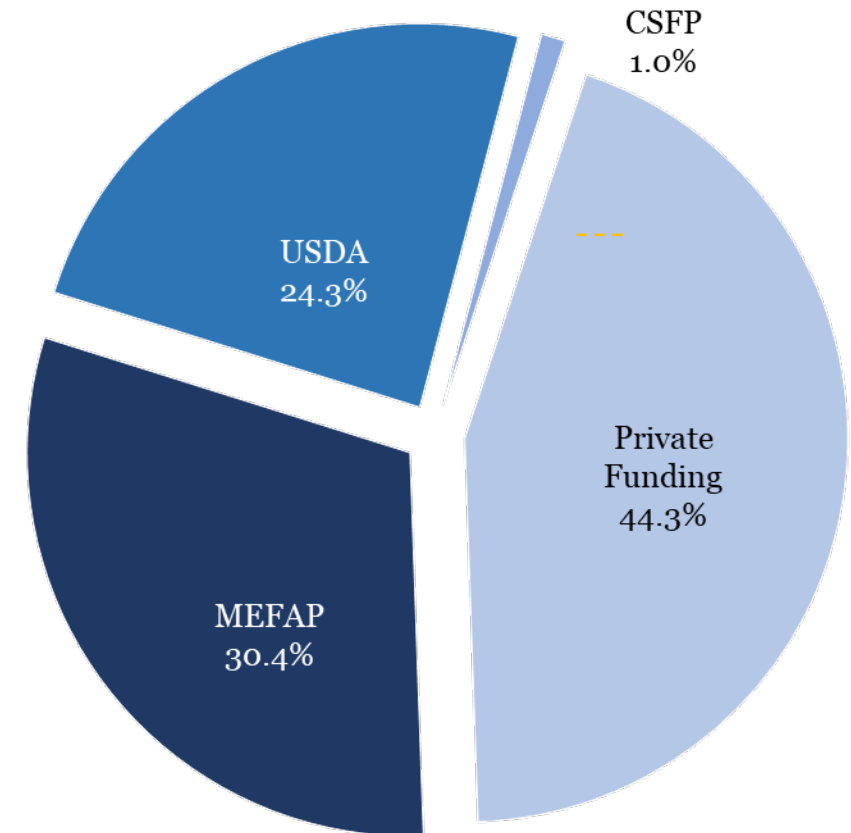
FY21* Food Acquisition Overview

DONATED
26% of Total Acquisition



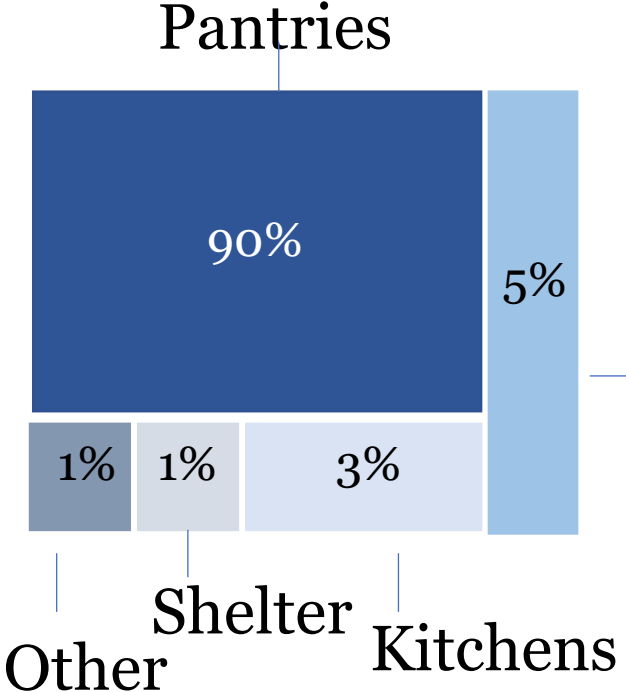
FY21 Food Acquisition
117M lbs

PURCHASED
74% of Total Acquisition



Community Impact Highlights

**FY21 YTD
Food
Distribution
108M lbs**

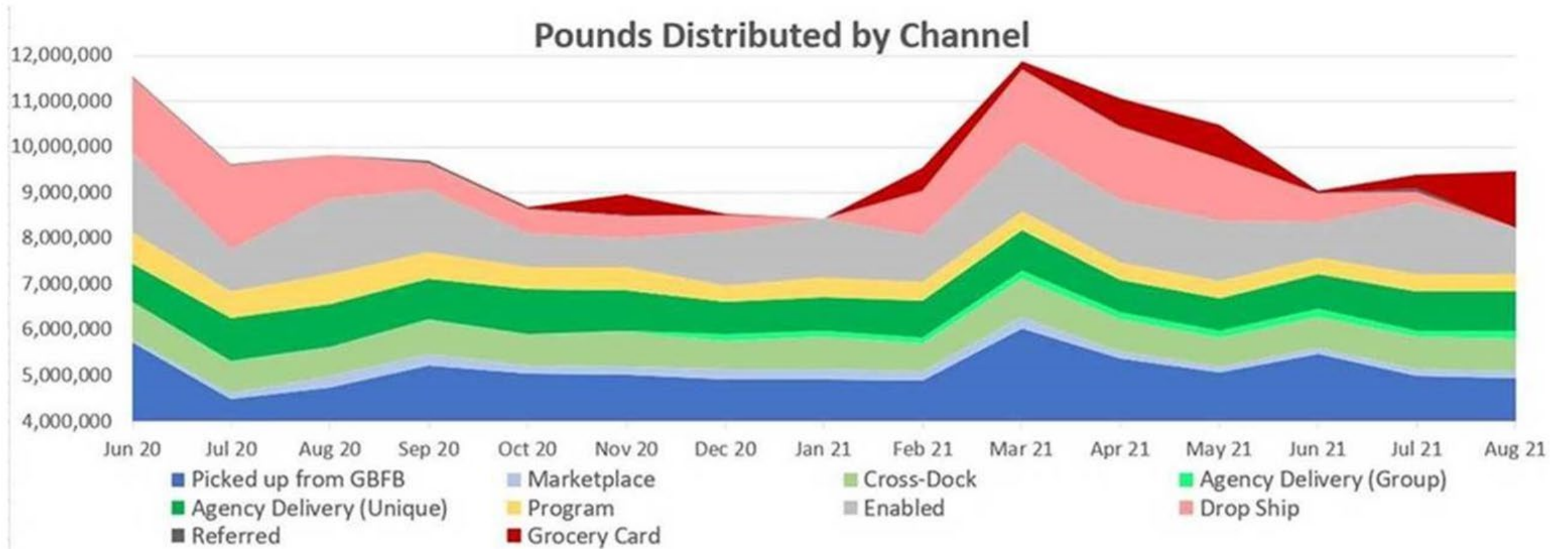


Full Plate Project
Launch of a hub and spoke distribution program with the YMCA South Coast through August distributed over 630,000 lbs.

Maintaining innovative distribution channels
Maintaining innovative distribution channels – Group delivery sites in Salem and Walpole, grocery card outreach, full pallet distribution, and GBFB truck reloads

SNAP
Through August, the team reached 163% of the annual application goal, or 878 submitted applications (not including the over 400 referrals sent through our SNAP Referral Program initiated with Project Bread in March 2021)

Pounds Distributed by Channel



A phone conversation with a soon-to-be published author who wants the proceeds of his book sales to come to us:

“Please don’t thank me for my generosity. Thank YOU for all of the hard work and labor all of you at GBFB are doing to feed those in need.”

IM GRATEFUL THAT WE'RE STILL TRYING TO PROVIDE FOR THE PEOPLE WHO RELY ON OUR HELP. PLEASE KEEP SAFE AND SOUND. BLESS YOU FOR ALL YOU DO TO KEEP THE WHEELS ON AND THE BOAT AFLOAT.

“Thank you for all the generosity, compassion and empathy that you all show, each and everyday.”

Thanks so much for all the work you are continuing to do in supply food to so many people. We are so thankful to you all. Your “never stop providing” work ethics is simply amazing. Every single staff member at GBFB has our utmost appreciation.

Thank you! You all are truly our backbone as we serve those in need. We are grateful.

Thank you for all the generosity, compassion and empathy that you all show, each and everyday

“Thank you for the incredible work you do. I have volunteered in the past, so I have seen firsthand how dedicated the entire staff is. It is so inspiring.

we are so grateful for friends like you who are willing to make a sacrifice for the sake of others in need. Thank you for supporting our efforts to be a source of encouragement and hope to those who need us most during these difficult times. Richest blessings on you and your loved ones.

Good morning,

I just have to say Thank you again. To know The Food Bank will feed over 135 Families is Amazing. I Thank your organization for having such supportive staff. Please Thank your staff again I am in tears just thinking how just the little things and Big you do have such a Great effect on so many people live.

“I have a child in a school district that, due to high poverty rates, all children in the district received COVID relief assistance EBT cards. When I received a call because I had not activated the card, I explained that I did not think we qualified, but I was told that ALL children got them. I explained that I thought it was a mistake and that I wasn't planning on using the card, but I was told that the money on the card the money would be lost. It was federal money, designated specifically for COVID relief, and would not go back to the state. I know how much your work impacts my town. When I get alerts from our school district regarding food pickups I know that you are helping those in need in my community. It makes me feel good about our monthly donations, and in regards to this particular moral quandary I knew exactly how to redirect these COVID benefits. Thank you for all you do.”

You have demonstrated the highest levels of leadership, strength, flexibility and understanding while guiding us through this period. We, and the clients we serve, are grateful for your unwavering service and are truly blessed to have you in our corner.

*Dear Boston food pantry,
I have been thinking about familys in boston and I have desided to donate money to help people.
My name is amelia and I am 9 years old happy holidays !
From Amelia Brayley*

“As someone who has been fortunate enough to weather these unprecedented times, I can't sit by while members of my community go without assistance, and while our federal government turns away from their duty to protect, and feed fellow Americans. Last week I gave a portion of my stimulus money, but now I feel I must make a monthly commitment, and hope that in the future I can also commit my time and efforts to volunteering. Thank you all for the work that you do, unsung heroes feeding America.”

..and many many more

Public Affairs

MEFAP @ \$30M



In July, Governor Charlie Baker signed the FY22 budget, which included \$30 million for MEFAP. Our goal for FY23 and beyond is to maintain the that budget of \$30 million

**Hunger Free
Campus
Coalition
& Bill**



GBFB co-leading a statewide coalition Hunger-Free Campus Coalition advancing food security among college students. Launched website: www.hungerfreecampus.org
Cowrote and filed Hunger Free Campus bill with Sen. Chandler, Rep. Vargas, Rep. Domb.

**Federal Nutrition
Advocacy
USDA
CSFP
SNAP
Schools**



SNAP/Thrifty Food Plan, TEFAP, CSFP.

**Covid Relief
Act**



Federal Government granted \$9M in additional support.

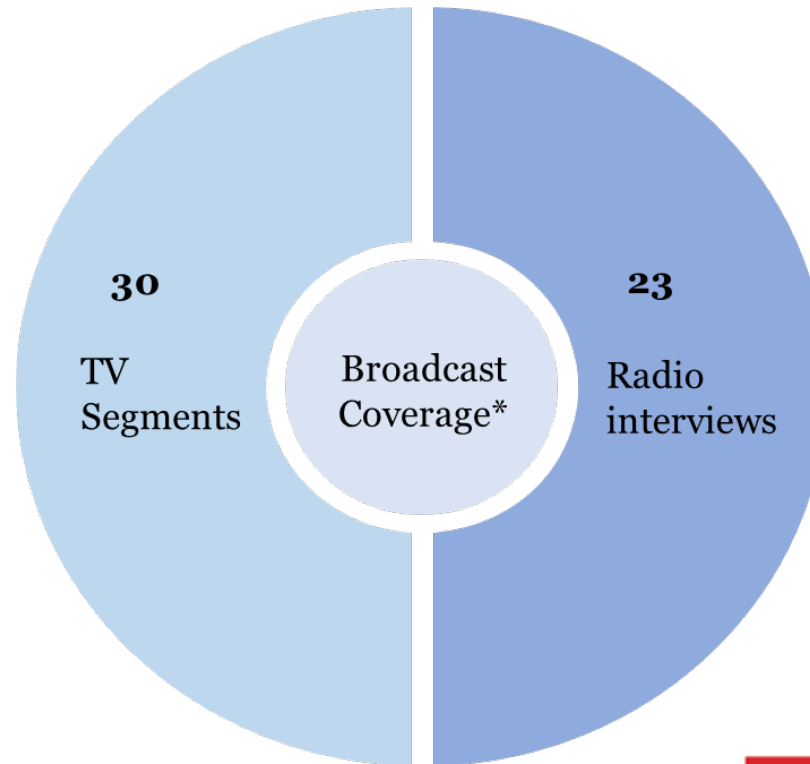
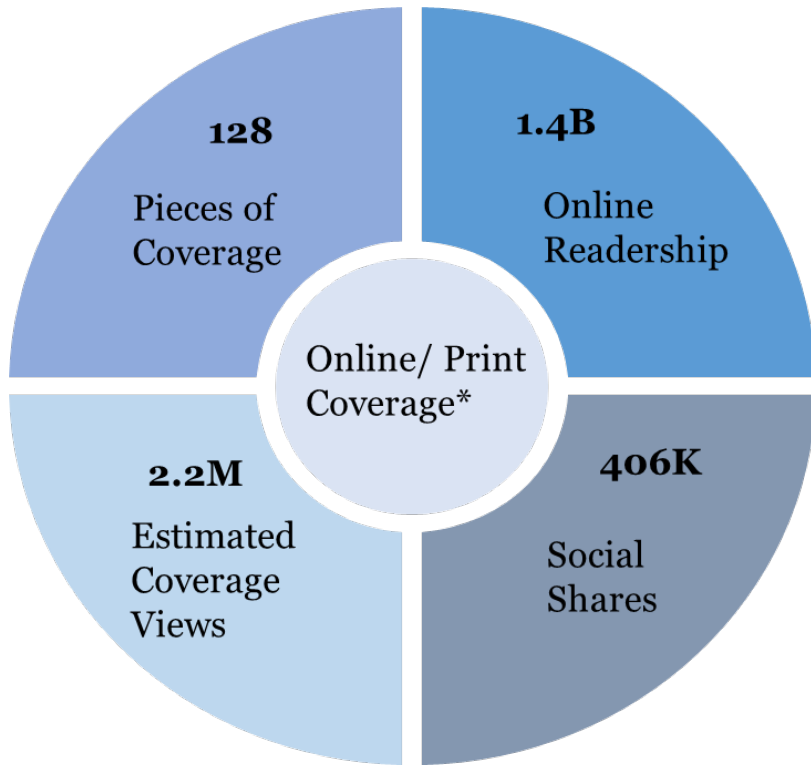
Public Relations

The Washington Post



The Boston Globe

Boston Herald



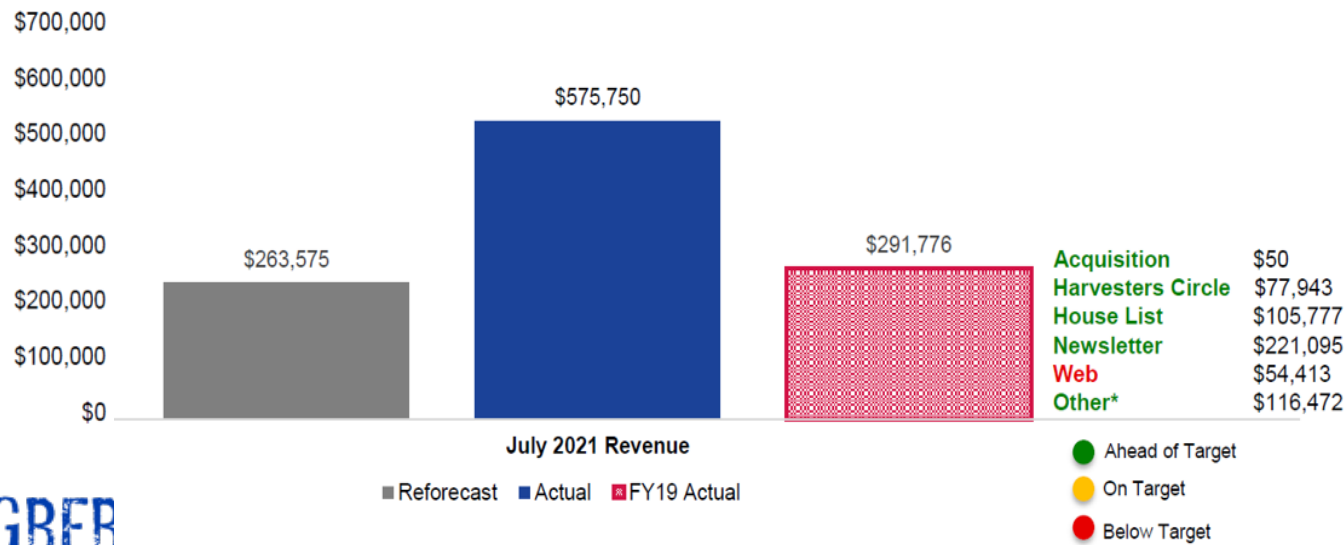
GBFB.org

* = FY21 media coverage as of September 7, 2021. Full media coverage details available at <https://share.coveragebook.com/b/d6fc9f6a84884365>

Marketing / Internal Comms / Social Media Dashboard (July 2021)

Organic Data	Facebook	Twitter	Instagram	LinkedIn
Total Followers (+increase)	16,490 (-2)	12,921 (+33)	5,464 (+13)	4,614 (+67)
# of Posts / Tweets	32	51	24	13
Impressions (paid & organic)	53,934	52,115	17,564	6,734
Engagements	1,571	512	1,117	386

Engagements = # of interactions (likes, comment, shares, replies etc.)
 Impressions = # of times GBFB content appears on someone's feed



*Other is the same as the ORR line item and represents unsolicited (including tribute gifts) giving.

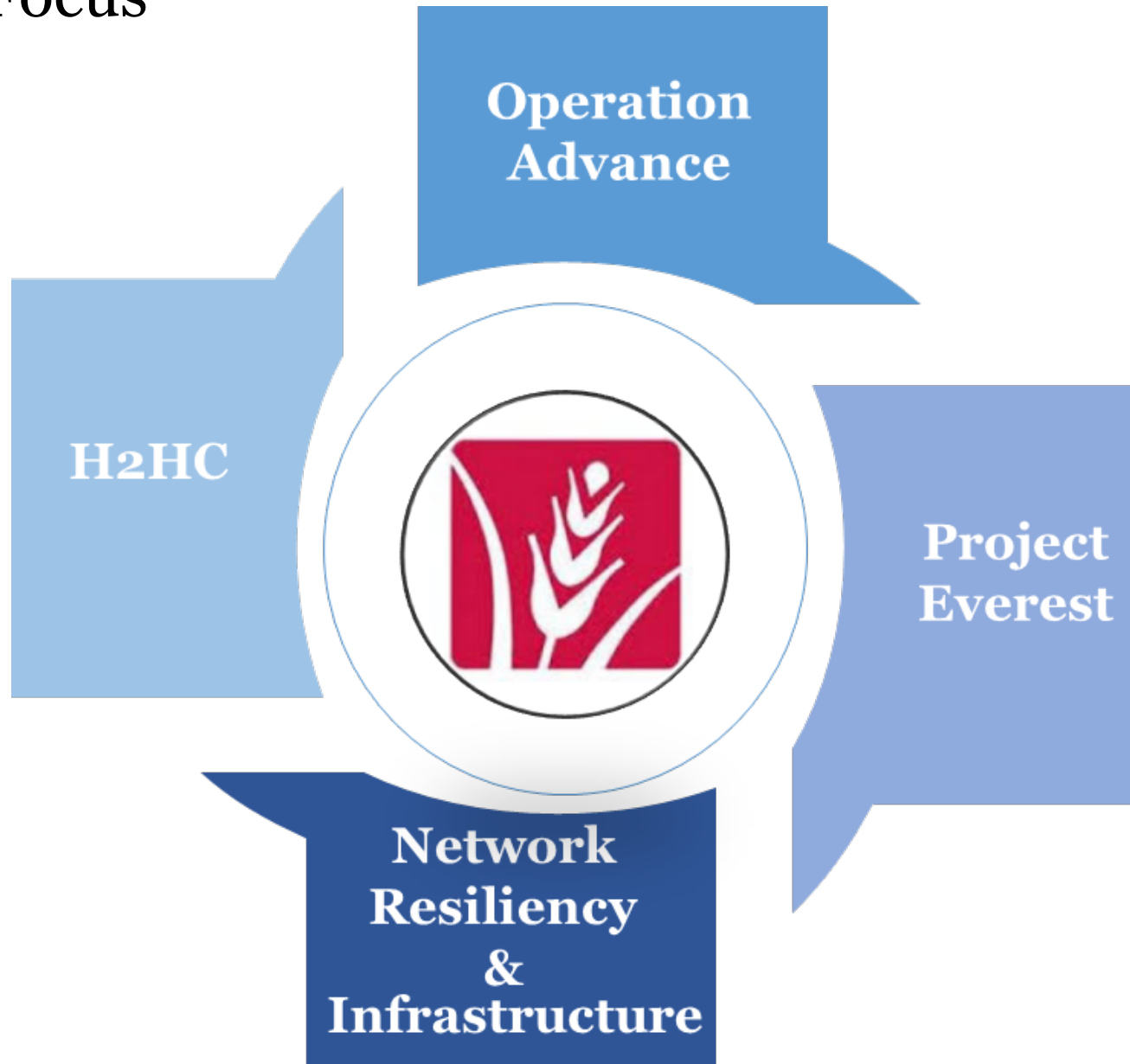
Digital Revenue - Highlights		
Source	FY21	FY20
SEM / Display / Social Ads	\$11,543	\$48,377
July eNews	\$5,556	\$23,799
July Stewardship Email*	\$5,732	n/a
Harvest Digital Email*	\$890	n/a

*We did not send these emails in July 2020.

GBFB.org Website Stats			
July	FY21	FY20	FY19
Users	12,782	18,997	11,289
Sessions	19,133	21,107	16,083
Revenue*	\$166.0K	\$307.7K	\$47.5K
Gifts	846	2,010	286
Avg. Gift	\$196	\$153	\$166
Top Page**	/need-food (1.6K Views)	/need-food (3K Views)	/Volunteer (1.7K Views)

*Total dollars that came through our website, GBFB.org.
 **Top page is based on page views & does not include homepage

FY22 Strategic Focus



Operation Advance Investment

Description	FY22 Budget	FY21 Projection	FY21 Budget	FY20 Actual
Sal. Benefits & Taxes	\$15,943,143	\$14,103,339	\$13,504,794	\$13,010,586
Pounds Distributed	112M	115M	95M	98M
Sal. Benefits & taxes/pounds distributed	.14	.12	.14	.13
FTEs	138	130	128.65	128
# of Employees (Open Positions not included FY21 Proj. & FY20Actual)	142	121	134	113

Salaries & Benefits Increases (Sal. \$1.5M + Benefits \$904K)

New Positions (\$830K)

Cross Dock Associate
Exec. Admin. Associate
Project Manger
HR Manager (DEI)
Finance Manager (inc. transactions + succession planning)
MarCom Coordinator
Senior Advancement Manager
Donor Stewardship Coordinator

Changing Roles (\$100K)

VP of Community Impact
COO
Training Coordinator
Food Acq. Coordinator
VP of Food Acquisition

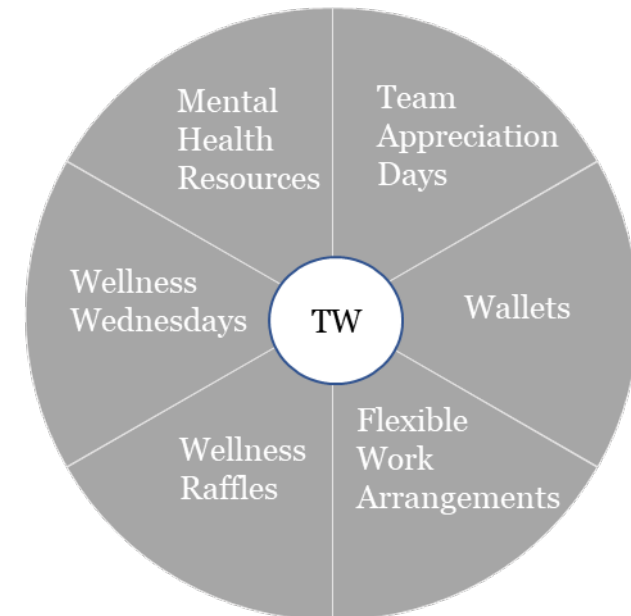
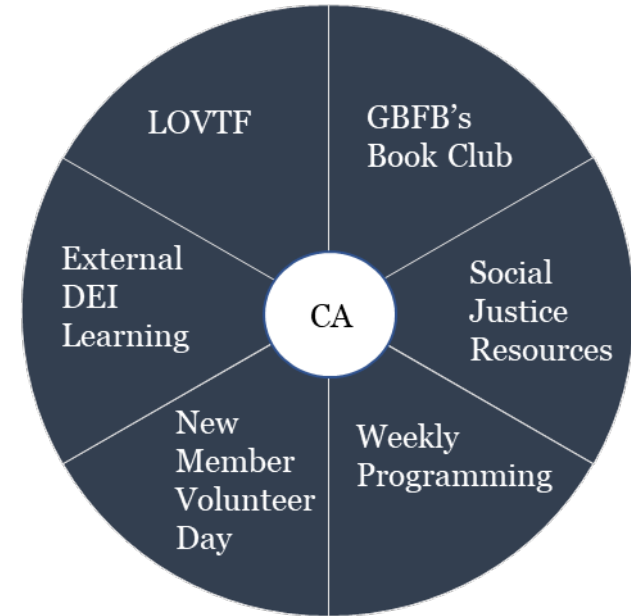
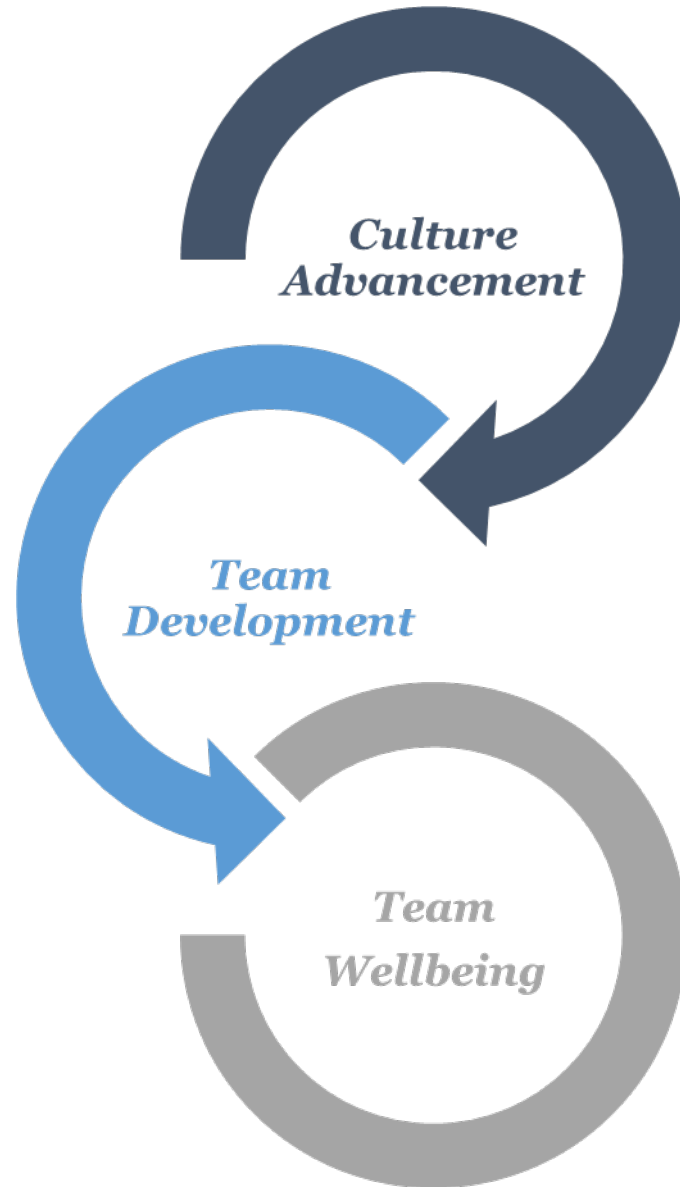
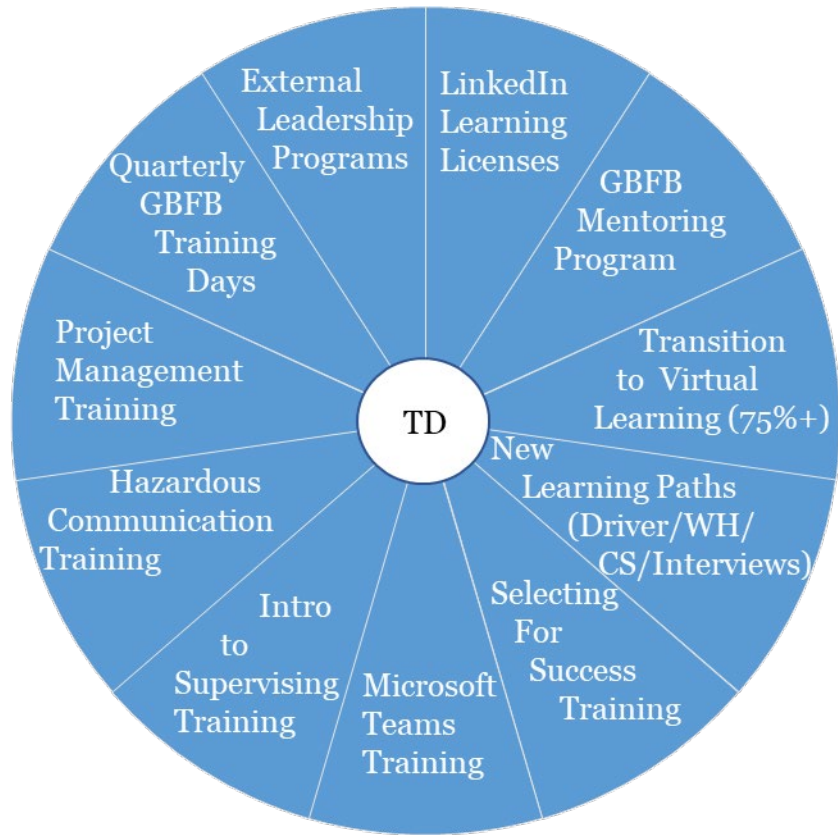
Benefits & Taxes (\$904K)

15% Health Ins. Inc. (\$165K)
Full effect of Wallet (\$296K)
3% raise for all TM (\$323K)
Taxes (\$161K)

*Promotions (\$374K)

BADA Asst. Dir. to BADA Director
VP of HR to SVP of HR
Revenue Op. Dir. to Adv. Op. SD.
Donor Services Assoc. to Asst. Manager Donor Services
Food Acq. Assoc. to Sr. Food Acq. Assoc.
Ind. Gifts Manager to Ind. Gifts Sr. Manager
Local Food Donors Mgr. To Local Food Donors Sr. Manager
Sr. Staff Director to Chief of Staff
Sr. VP Food Acq. to Exec. VP
Sr. Cross Dock Associate to Asst. Mgr. of Agency Relations
Sr. Public Relations Manger to Asst. Dir. of Public Relations
Controller to VP of Finance
Warehouse Assoc. I to Warehouse Assoc. II (3 roles)
Inventory Control Mgr. to Asst. Director of Inventory Control

Training and Culture



Digital Transformation Project Everest

\$5M Investment

Stronger Business/IT alignment is necessary to support IT innovation, strategic planning and faster delivery

Optimizing IT services, while modernizing and maintaining existing technology applications/platforms, is necessary to enable business-driven innovation



Having the 'right' number of people, with the 'right' skills and in the 'right' roles will enable IT to better support the future needs of the agency

More formal and rigorous management and governance is required to satisfy existing demand, advance IT capabilities and meet future needs

Digital Transformation – Projected Outcomes

Project Everest

*BETTER
PROCESS,
DATA AND
TECHNOLOGY
OWNERSHIP*

*DATA AND IT
GOVERNANCE*

*PMO W/
CHANGE,
COMMS AND
TECH VMO*

*IMPROVED
SECURITY
AND PRIVACY*

*PROCESS
OPTIMIZATION
AND REDESIGN*

*ENABLED
AUTOMATIONS*

*INNOVATION
LAB*

*MODULAR
ARCHITECTURE*

*BETTER
INSIGHTS INTO
STAKEHOLDER
S PREFERENCES*

*PREDICTIVE
ANALYTICS*

*GBFB
INTELLECTUAL
PROPERTY
SAFEGUARDING*

*CONTINUOUS
IMPROVEMENT*



Museum of Science.



BABSON

McKinsey & Company



EXCEPTIONAL CARE. WITHOUT EXCEPTION.



**HUNGERTO
HEALTH**
COLLABORATORY

GBFB.org

H2HC TIMES

THURSDAY 21 SEPTEMBER 2021

With significant impact since its conception thru 2021, Hunger To Health Collaboratory outlines its plans for FY22

H2HC Impact from 2018-2021

Convened and catalyzed events that engaged government, private sector, and nonprofit leaders

- 10/1/21: *The Economic and Health Impacts of Food Insecurity: The Business Community as Changemaker* (with Greater Boston Chamber of Commerce and Stop & Shop)

Strengthened innovative community-based approaches

- Awarded \$500k+ in grants to ~20 community-based partners in MA, RI, CT, and NY

Supported ground-breaking research

- Supported [the first examination of the avoidable \\$2.4B cost of hunger in Massachusetts](#) (2018)
- Supported National Food Access and COVID (NFACT) surveys in MA and CT (2021)

New leadership

Hired executive director in Mid-July and coordinator in Sep

Hunger to Health Collaboratory's plan for FY22

Leverage momentum generated by the Biden-Harris Administration's support for addressing food insecurity

Collaborate with Congressman James McGovern (D-MA) on strategic opportunities including potential White House Conference

Mobilize action through multi-sector convenings focused on food insecurity and health equity

Seek additional national funders

Identify and engage innovative community-based models connecting food security and health outcomes

“Step Change” FY22 – FY25

FY2019: 68M Pounds
80% Meal Gap
Hunger Free 2028



FY2022: 112M Pounds (65% Growth)
80% Meal Gap
Operational Resiliency, Digital Strategy & Data Analytics

Funds Raised: \$19M
Operating Exp. (a): \$42M
Sal., Benefits & Taxes (b): \$13M
(b):(a) ratio = 31%
Head Count (Actual) = 108

Funds to be Raised: \$56.5M (197% increase)
Operating Exp. (a): \$94M (124% increase)
Sal., Benefits & Taxes (b): \$15.9M
(b):(a) ratio = 16% (Other FA Food Bank Avg. 40%)
FTEs (Budgeted) = 138; Head Count = 142

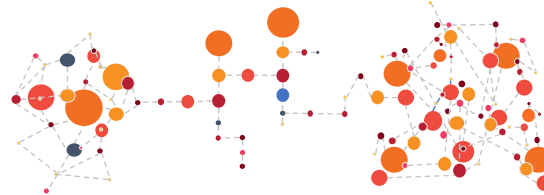
Operation Advance

*Succession Planning, Promotions,
Salary, Retention risk,
Enhanced Benefits etc.*



Digital Transformation

*Budgeted: \$1.5M
(\$5M, Complete by FY25)*



Enhance Infrastructure

*Not budgeted: Applied for ARPA
Funds*



FY22 Budget Highlights

FY 22 BUDGET OVERVIEW	Proposed FY2022 Budget	FY 2021 Budget	Difference \$	Difference %
REVENUE				
Earned Income	\$35,082,355	\$34,473,551	\$608,804	1.8%
Public/Private Support	\$57,300,200	\$28,050,590	\$29,249,610	104.3%
TOTAL REVENUE	\$92,382,555	\$62,524,141	\$29,858,414	47.8%
EXPENSES				
Total Personnel	\$18,888,864	\$15,101,824	\$3,787,040	25.1%
Total Facilities	\$1,382,949	\$1,097,323	\$285,626	26.0%
Total Food & Trans	\$67,306,432	\$59,521,073	\$7,785,359	13.1%
Total Administration	\$6,435,517	\$4,367,914	\$2,067,603	47.3%
TOTAL EXPENSES	\$94,013,762	\$80,088,134	\$13,925,628	17.4%
SURPLUS / (DEFICIT)	(\$1,631,207)	(\$17,563,993)	\$15,932,786	-90.7%



