

AUBURN INTERFAITH FOOD CLOSET
BOARD OF DIRECTORS

MINUTES OF THE MEETING

HELD

October 31, 2022

1788 Auburn Ravine Road, Auburn CA and on ZOOM

Andy Hayes called the meeting to order at 6:05 PM.

In attendance were: Katy Bartosh, Sandy Bassett, Joan Beesley, Peter Clark, Belva Durel, Peggy Fleming^(Z), Barbara Ford^(Z), Jeff Garland, Richard Goss, Andy Hayes, Denise Hoffman, Carol Mulder, Delores Roberson, Fran Wheaton, Judie Whitman, Don Wilford, and Claudia Wilson. ^(Z) = Attended via Zoom online.

Absent were: Leah Capuchino, Mary Krebs, Pam Murray, Margaret Platt and Laurie Soper.

1. OPENING PRAYER/MEDITATION

Fran Wheaton offered the opening prayer.

2. STRATEGIC PLAN PROGRESS REPORTS

Goal 2 -Board – Next Steps AIFC Governance Model. Fran Wheaton introduced the process saying the Work Group would recap the conversation from the last meeting and would ask the Board members to prioritize which item(s) need to have more work or questions answered.

Peter Clark reflected on his reading of comments from the previous meeting. He said that the issue should be re-framed in terms of metamorphosis rather than crisis. He then talked about the five stages a non-profit Board goes through as the organization grows and matures:

1. Imagine & Inspire – As occurred starting in 1998 when the four churches came together to found the Auburn Interfaith Food Closet.
2. Found & Frame – As happened when the By Laws were adopted, the non-profit status was established, and policies were implemented.
3. Ground & Grow – Through the start at the little house on Richardson, the move to Earhart, and building our own building here on Auburn Ravine Rd. with about 250 volunteers serving an increasing number of guests.
4. Produce & Sustain – We've been very successful in reaching out to unserved pockets of food insecurity, and communities within our service area.
5. Review & Renew – We look over decisions that got us here, good people got us here, with smart funds management.

Clark said it is important to review what is being done all the time. The first section of the Strategic Plan – outreach – has been pretty well implemented. The second part is now before the Board, that is the review of how we are organized. Clark asked the Board members to help him list successes to focus on what has been done. The Board members responded:

1. Building completed & van purchased to add flexibility in home delivery and gleaning
2. Financially sound
3. Reaching out to unserved communities and homebound delivery program
4. Great reputation in the community and with the people we serve
5. Still 100% volunteer operated with 250 volunteers
6. 12,068th client registered today
7. Successful fund and food drives
8. Connected to many other organizations that serve the people we serve
9. Churches support us
10. Actively fulfilling the mission
11. Feeding everyone who comes to us
12. Expanded the menu, number of days of food provided
13. Responded to Mosquito Fire victims
14. Expanded outreach, added evening hours

Rich Goss reviewed the comments from the September 26 Board meeting. He grouped the comments into four parts:

1. Board Organization – Member Responsibilities. Generally newer Board members commented on the large size of the Board; Members use their position to advocate for the Food Closet in their churches and the community.
2. Support of the Churches – Role of Supporting Faith Communities. The comments concurred on the importance of maintaining the role of the supporting churches.
3. Advisory Group – Role of Community Stakeholders. Could be a good vehicle for diversification and outreach to stakeholders, source of new Board members, should not be seen as a “step down” from the Board.
4. Organization – Communications. The importance of effective liaison between Operations and the Board; and organizationally which functions would be where still needs to be worked out.

Wheaton then asked the Board members to indicate their highest priorities among five items:

- A. Board Organization – Member Responsibilities.
- B. Support of the Churches - Role of Supporting Faith Communities
- C. Advisory Group – Role of Community
- D. Organization – Communication
- E. Leave Alone

The Board had the following discussion instead of setting priorities:

Joan Beesley asked if this decision should be made in consultation with the supporting churches.

Carol Mulder asked what is the advantage of changing? The current structure has been this way for years.

Wheaton responded that the issue is efficiencies and streamlining the organization's leadership structure.

Hayes commented that if the answer is that there's nothing wrong with where we are, then this effort can be stopped. But the history of non-profit organizations is that they get to a place where they stop growing. He believes that it is appropriate to explore whether change might be healthy at this point.

Beesley commented that she doesn't have a feel for the function of the Executive Committee.

Barbara Ford asked if church representatives go from the Board to the Advisory Group, does that dilute the impact of church representatives?

Jeff Garland said that he believes that few churches would support the dilution of the effect of church representatives.

Katy Bartosh commented that it seems like we are not at that point yet, we need to see if a new way is best, if this is what we should be doing.

Wheaton said that is the decision to be explored.

Belva Durel said this may not be a reduction, just different responsibilities, different categories.

Denise Hoffman commented on the participation of the LDS church and said that the Advisory Group might provide better representation of a church.

Goss said that his concern is that we have two key long-term volunteers and the impact on the organization of the unavailability of either or both would be better handled by a smaller group of Board members.

Sandy Bassett said that the purpose of the Executive Committee is to dive deep into issues that will be brought to the Board, and it can act between Board meetings. There have been many times that she has prayed for someone to fill a particular need and God always sees to it that the need is met. There are many church people who are available to serve and we are now able to recruit people outside the faith community if needed.

Bassett continued that a SWOT analysis could be done to uncover any weaknesses. There shouldn't be a change just to make a change, we need to be satisfied that there is a need for the change to be made.

Mulder said she has been on the Board for 18 years and doesn't see a good reason to make the change.

Hoffman commented on the fiduciary responsibility of Board members.

Bassett commented that it was learned during the building of the building that fiduciary lawsuits would be against the AIFC and the President and Secretary.

Hayes returned to the relationship with the supporting churches. He said that a meeting was held for the pastors before the start of the building and only 7 showed up. Also, meetings with church leaders were set up to see if they would like to have more input and only three to four meetings were able to be scheduled. Maybe a church-by-church survey should be conducted to answer any questions and find out if more needs to be done.

Bassett reminded the Board that AIFC operates independent of the churches because it was formed to relieve the individual churches of the need to stock food for people who show up who are in food crisis.

Beesley asked if key operational decisions should not be made without understanding the input of the original churches.

Garland said he sees the responsibility goes farther than the expected tenure of current church leaders and it would be useful to examine the alternatives.

Hayes said it looks like we need to look into the views of the supporting churches. He had a founding church leader indicate that AIFC needs to do as the church leader asked, which is not appropriate. We need to dialogue with the churches to get the response of the church leaderships.

Beesley said it is important to maintain strong ties to the churches because we need volunteers.

Hayes said we also need to find out why the other 50 churches in the area are not involved. He asked the Strategic Plan Goal 2 Work Group to review this record and come back with a recommendation for next steps.

3. TAKE ACTION ON THE FOLLOWING ITEM

- a. Minutes of the meeting held September 26. Goss presented the minutes. Mulder moved, Claudia Wilson seconded approval of the minutes as presented. Approved by unanimous vote.

4. TEACHING MOMENT

- a. AIFC Presentation Slides 1-8. Hayes walked the Board through a portion of the slides he uses when making presentations in the community. He said the Board needs to understand our organization and our business.

5. FUNCTIONAL FOCUS REPORTS

- a. Financial Reports. Hayes led the Board through the Financial Review summary, and the Financial Reports, including the Profit & Loss Budget Performance, and

the Statement of Financial Position. He said that we have spent two times the budget on food, but now the Placer Food Bank is providing milk and eggs at no cost. A jump in the dollars credited to the food provided by the PFB will show up in future financial statements, but its not clear how far into 2023 their funds for this provision will go. Once we have the new van we will be able to go to sources farther away to pick up food that we have to purchase, so we can get lower prices. Our electricity cost this year will be about \$4,000 and since the Board approved the additional solar panels and battery installation, we expect to get to zero electric cost next year.

- b. Food Resources Committee. Judie Whitman pointed out the Turkey Drive posters and flyers sent to the Board members for distribution among the churches. She asked for volunteers to staff the Turkey Drive intake on November 19 and distribution on November 21 in front of Grocery Outlet. There are already 280 people signed up to receive a turkey. Thunder Valley Casino has pledged 100 turkeys again this year.

Hayes raised the issue of having more people signed up to receive a turkey than the number of turkeys donated. He recommended that the Food Resources Committee be authorized to purchase the number of additional turkeys needed to give one to each person signed up. This needs to be a pre-authorization because the decision and purchase must be made over that weekend before Thanksgiving. If an additional 100 turkeys were needed at an average cost of \$25, the total cost would be \$2,500.

Wilson seconded the President's motion to authorize the Food Resources Committee chair to purchase as many turkeys as needed to assure that all guests registered for a turkey are given a turkey. Approved by unanimous vote.

Bassett said that the purchase of turkeys for the homebound program was not budgeted. She estimated the additional cost to be about \$1,200. There was a brief discussion about the size of the turkeys to be acquired for the home bound delivery program given the stairs that must be climbed to many of those clients' homes.

Bassett moved, Whitman seconded approval of the addition of \$1,200 to the Food budget for the purchase of turkeys for the Homebound Delivery Program. Approved by unanimous vote.

- c. Nutrition Committee. Bassett reported that cooking classes have been held and will continue. A green bean recipe has been prepared for guest tasting and frozen green beans have been purchased for distribution to interested guests. There have been many takers.

Hayes reported that a garden architect has volunteered to help design a community garden if a place can be found to situate one. Garland agreed to join in that effort.

6. OTHER BUSINESS

- a. 2023 Budget. Hayes distributed a three-slide document showing budget development parameters for 2023. He said the 2022 budget was simply projected from the number of 2021 guest visits and the number of guest visits has been exceeded by a factor of 2. He said that if we have a shortfall of income and donated food in 2023, we will have to be prepared to cover that. He asked the Board members for feedback to guide the budget preparation process. He advised the Board that he would send out a preliminary budget later this week. It was agreed that the 2023 budget will be prepared with the understanding that the Board will review it after the first quarter and make adjustments as required. It was also agreed that the budget likely will be a deficit, with the incremental coverage from our cash surplus.
- b. Walk to Stock the Food Closet. Clark told the Board that we took over the administration of the Walk to Stock about five years ago after it was started by some women in the community for the benefit of AIFC. He said it brings in about \$5,000 in donations. He asked for volunteers to register participants, count money and help lay out the course on Thanksgiving morning.

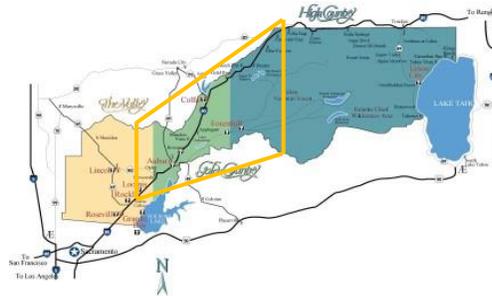
Hayes adjourned the meeting at 8:10 PM.

These minutes were approved by the Board of Directors of the Auburn Interfaith Food Closet at its meeting held November 28, 2022.

Richard Goss
Secretary



Auburn Interfaith Food Closet

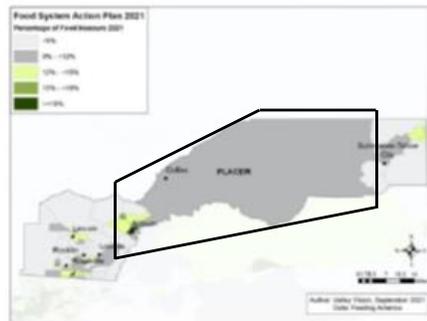


Serving Placer County since 1998
2022 Update

24 June 2022

Food Insecurity- Sacramento Region

	2019	N 2019	2021	N 2021
Placer	8.6%	32,980	9.8%	37,710
El Dorado	9.8%	18,550	11.7%	20,170
Sacramento	12.4%	187,630	13.4%	204,460
Yolo	10.7%	23,257	12.1%	26,300
TOTAL	11.3%	262,417	12.4%	286,630



- Placer County has lowest hunger rates in Sacramento Region

	2019	N 2019	2021	N 2021
Placer	8.6%	32,980	9.8%	37,710
AIFC Area	11.0%	10,545	11.5%	11,060

- AIFC service area most impacted portion of Placer County

Source: 2021 Sacramento Region Food System Action Plan: Spotlight on Food Insecurity

Our Mission and Our Team

- **Mission:** To provide nutritious foods to people in our community, while preserving their dignity and encouraging self reliance
- **Serving Residents of a Large Area:**
 - Placer County zip codes
 - From Loomis to Emigrant Gap including Colfax and Foresthill
- **Team:** 100% Volunteer – No paid staff
 - Approximately 250 volunteers
 - 22,260 hours in 2021
- **Strong Community Support** via monetary and in-kind-donations
 - Supported by 17 faith-based communities

Providing Nutritious Foods

- Menu designed by AIFC Nutrition Committee
- Based on USDA “My Plate” Guidelines
- Offering Gluten-Free, Low-Salt, Non-Dairy Milk foods
- Providing healthy recipes in our Resource Room and on our website



Standard Menu

- Milk (or dairy-free milk)
- Cheese and Yogurt
- Eggs
- Frozen Meat
- Fresh Fruit
- Fresh Vegetables
- Potato
- Onion
- Frozen Vegetables
- Bread
- Cereal
- Rice / Pasta
- Canned Fruit
- Canned Vegetables
- Canned Soup
- Canned Beans
- Canned Meat or Fish
- Extra items / Desserts



Our Services

In Person Pick-up at AIFC

- Registered & walk-in
 - groceries for 12 meals for each household member
 - Once every 30 days
 - Pick-up by Designated Delegate possible
- Open
 - Monday to Friday, 10am-2pm
 - Wednesday, 4pm – 7pm
 - Last Saturday, 10am – 2pm

Home Delivery

- Registered participants
 - Personalized healthy food
 - groceries for 12 meals for each household member
 - Once a month
- Multiple contacts are wellness checks
 - Schedule/food selection call
 - Friendly delivery team visit



Additional Programs

Birthday Bag

- Gift Bag
- Wrapping paper
- Cake mix & frosting
- Age (1-10) and sex appropriate gift



Hygiene Items

- Toiletry Items
 - Toothpaste / Toothbrushes
 - Shampoo / Conditioner
 - Deodorant
 - Razors
 - Soap
- Toilet paper
- Incontinence/Feminine Products



Cooking Staples

- Flours
- Sugar
- Salt / Pepper
- Spices
- Cooking Oil



Turkey Drive

- Collecting turkeys from public on weekend before Thanksgiving
- Handing them out to registrants Monday of Thanksgiving week



Struggling Families Count on AIFC



4,268 Families*



12,804 Individuals*



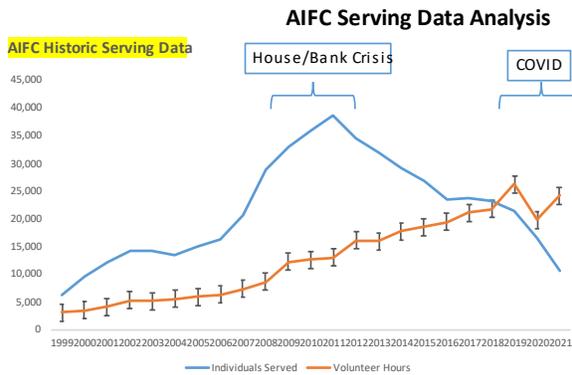
94,857 Meals*



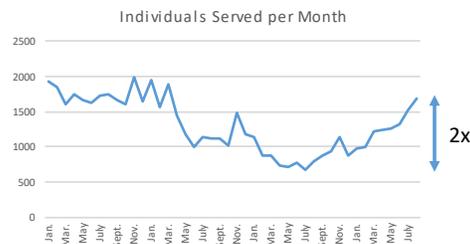
Food for family of 4

- Every 30 days – In 2021, food for 9 meals for all in household
- Increased to 12 meals in 2022

*2021



- Historic Pattern**
- Correlates to local unemployment rate
 - About 4x / year
 - <12% 'homeless'



- COVID Pattern**
- May '20 – Dec '21
- Gov't programs put more money in people's pockets
 - Some guests moved away
 - Homeless in county shelters
- Jan '21 – Oct '21
- Reduced programs
 - Inflation – rent, gas, food

Financial Review and Deep Dive YTD Food Costs October 31, 2022

Profit and Loss Statement – Draft through September 30, 2021

- Statement is draft, as treasury is finalizing September activities
- Income
 - Overall in great shape
 - YTD income exceeds total year budget
 - Doing well on all contributions line – slightly behind on Sponsor a Family
 - Fund Raising Income will exceed, once Walk-to-Stock completed
- Expense
 - Purchased Food, Staples & Total Program: Month > budget; YTD > budget
 - Food Donations
 - In Kind
 - Month > Budget
 - YTD < Budget – will flip by end of Sept due to HAM food drive
 - PFB
 - Month > budget
 - YTD < budget – will start to improve with new program

Statement of Financial Position

- Statement is draft, as treasury is finalizing September activities
- Current assets
 - Increased \$7,686 vs. end of August
 - No issues – some areas will change by year end
 - Total cash decrease of \$75,000 with completion of van purchase
 - Solar fund decrease net \$35,000
 - \$50,000 expense, less \$15,000 Federal rebate
 - Residual \$13,206 can be returned to general funds or stay as reserve for future solar costs
 - Equipment reserve up \$2,500 – transfer of unspent 2021 budget amount
 - Consideration: Per Mike Wilson comments, do we want to establish a new 'Operations Reserve' that sets aside some percentage of annual budget?
- Remaining elements – no issues

- Food Cost Analysis
 - To determine the relative impact of changes since 2022 budget was set, an analysis was made of several parameters, through end of July financials
 - 4th day – was started in February and not considered part of budget
 - 8,560 guests from January – July
 - 3 extra meals per guest (4th day)
 - \$2.01 cost per meal
 - **\$51,620** budget impact
 - Extra guests – 2022 budget was based on 2021 guest visit levels
 - 5,779 guests expected; 8,560 guests actual = 2,781 excess guests
 - 12 meals per guest
 - **\$63,140** budget impact
 - Donation Impact
 - In-kind exceeded budget by \$2,134
 - Placer Food Bank under budget by \$28,155
 - **\$26,021** budget impact
 - Inflation impact
 - Milk
 - ½ gallon cost has been \$0.70 currently versus 2021
 - Recently amount increased to \$1.05 vs 2021
 - **\$5,992** budget impact for all visitors
 - Cost savings found
 - WinCo / Walmart pricing below 2021 budget
 - **PFB grant to provide rest of year milk and eggs for free starting October 19th**
 - Have not evaluated all other line items

By Andy Hayes

10/06/22
Cash Basis

Auburn Interfaith Food Closet, Inc.
Profit & Loss Budget Performance
September 2022

	Sep 22	Budget	Jan - Sep 22	YTD Budget	Annual Budget	
Ordinary Income/Expense						
Income						
Bank of America Interest			5			
Contributions Income						
Church Donations	525	750	11,000	6,750	9,000	
Corporate Organization Donation	1,304	1,500	33,343	13,500	18,000	
Total Individual Donation	12,158	4,500	88,701	40,500	54,000	
Memorials/Honor Of		150	250	1,350	1,800	
Sponsor A Family Income	4,063	4,500	38,045	40,500	54,000	
Total Virtual Food Drive			6,529	2,500	6,500	
Contributions Income - Other			25			
Total Contributions Income	18,050	11,400	177,923	105,100	143,300	Month > Budget; YTD > Year Budget
Total Fundraising Income	1,180		23,814	17,000	28,000	
Total Grants/Restricted Income		8,700	42,118	27,300	32,400	
Total Other Income		1,418	316	12,760	18,308	
Total Income	19,210	21,518	244,176	162,160	220,008	Month < Budget; YTD > Year Budget
Gross Profit	19,210	21,518	244,176	162,160	220,008	
Expense						
Administrative						
Admin utilities	138		138			
Bank Service Charges			7			
Financial Review		115		345	1,845	
Total Governance Committee			886	1,250	1,250	
Grand Opening			77			
Total Insurance			7,143	7,048	7,048	
Total IT Software/Support	49	243	1,139	2,451	3,190	
Legal Fees			350			
Total Maintenance Contracts	355	993	3,993	4,137	5,316	
Total Office Expense	18	400	2,808	3,800	4,884	
Total Office Minor Equipment	110		302			
Training			259			
Volunteer Training		25		225	300	
Administrative - Other			170			
Total Administrative	668	1,776	17,280	19,054	23,831	
Building						
Admin						
Exterior Maintenance - Other		133	228	1,197	1,598	
Interior Maintenance		170	24	1,530	2,040	
Total Mortgage	2,254	2,254	18,032	20,288	27,048	
Property Taxes			865	695	1,390	
Total Admin	2,254	2,557	18,977	23,708	32,074	
Total Utilities	387	1,487	9,869	13,203	17,604	
Total Building	2,621	4,024	28,846	39,911	49,678	
Total Fundraising Expenses	1,180	1,443	3,704	5,887	8,898	
Grants/Unused returns			2,118			

Page 1 of 2

10/06/22
Cash Basis

Auburn Interfaith Food Closet, Inc.
Profit & Loss Budget Performance
September 2022

	Sep 22	Budget	Jan - Sep 22	YTD Budget	Annual Budget	
Program						
Total AIFC Vehicle	100	1,403	37,803	12,827	16,836	
Total Building Expenses	43		218			
Client Outreach		250		2,250	3,000	
Food						
Cost - Purchased Food	18,039		104,454			
Fixings					1,295	
Pantry Staples	2,339	818	10,824	5,500	7,414	
Rockcreek		800		7,200	9,800	
Food - Other		6,425		57,825	77,100	
Total Food	18,378	7,843	115,278	70,585	95,409	ath day & dairy
Total Homebound Program Expense	(113)	389	53	3,499	4,860	
Hygiene kits			424			
Licenses and Permits			25			
Total Non-Food Related Client Program	59	70	291	630	940	
Total Non-Office Supplies	349	250	3,497	2,250	3,000	
Total Nutrition Committee	181	280	321	2,270	3,180	
Printing			1,143	380	960	
Total Repairs			292			
Youth Program		42		378	500	
Total Program	18,977	10,507	155,345	94,847	128,371	Month > Budget; YTD > budget - driven by food
Reconciliation			3,831			
Total Expense	23,448	17,750	214,924	158,899	210,578	
Net Ordinary Income	(4,238)	3,768	29,252	5,481	9,432	Month < Budget; YTD > budget
Other Income/Expense						
NON-CASH DONATIONS INCOME						
In Kind Donation	15,102	10,910	94,514	98,190	130,920	YTD behind but will exceed after HAM intake
Placer Food Bank Donations	11,838	7,433	57,858	68,897	89,198	PRB uptick - should continue
Total NON-CASH DONATIONS INCOME	26,940	18,343	152,372	167,087	220,118	

Page 2 of 2

11:53 AM
10/06/22
Accrual Basis

Auburn Interfaith Food Closet, Inc.
Statement of Financial Position
As of September 30, 2022

Sep 30, 22

ASSETS

Current Assets

Checking/Savings

BofA - 1728 Operating Account 41,910

BofA - 2666 Money Market 413,932

BofA - 6005 Emergency

Equipment Reserve Savings 1656

Savings Equip Reserve 12,500

Total Equipment Reserve Savings 1656 12,500

BofA - 6005 Emergency - Other 116,408

Total BofA - 6005 Emergency 128,908

Debt Reserve Acct 2760 27,048

NewBldg Bof A ACCT 9007

Construction Fund 0

New Kitchen 8,560

Solar/Generator 48,206

New Bldg Bof A ACCT 9007 - Other 28,282

Total NewBldg Bof A ACCT 9007 83,048

Total Checking/Savings 694,846

Accounts Receivable

Accounts Receivable 8,374

Total Accounts Receivable 8,374

Other Current Assets

Undeposited Funds 220

Total Other Current Assets 220

Total Current Assets 703,440

Fixed Assets

Accumulated Depreciation (33,811)

Total Building - 1788 Auburn Ravine R 1,841,123

Total Land - 1788 Auburn Ravine Rd 188,027

Total Major Equipment >\$1000 155,280

Total Fixed Assets 1,948,619

TOTAL ASSETS 2,652,059

LIABILITIES & EQUITY

Liabilities

Total Current Liabilities (6,314)

Total Long Term Liabilities 681,190

Total Liabilities 674,876

Equity

Mortgage Principal 6,825

Opening Bal Equity 83,987

Retained Earnings 1,892,271

Net Income (5,900)

Total Equity 1,977,183

TOTAL LIABILITIES & EQUITY 2,652,059

----- \$75,000 will be spent on van purchase and conversion

----- Mortgage reserve

----- Net \$35,000 will be spent on new solar project (after rebate)

----- Mortgage balance

*Share the
Blessings of*
THANKSGIVING



Auburn Interfaith Food Closet
Auburn Community Turkey Drive

How Can YOU Help?

PURCHASE A FROZEN TURKEY (10-14 lbs.)
at one of the **sponsoring stores**

- They will store it for you and give it to AIFC
- Or you can deliver it to the **Auburn Grocery Outlet** parking lot on **Saturday November 19th**, between 9:00 AM and 5:00 PM

DONATE A TURKEY ONLINE

- Virtual Turkey Drive: auburnfoodcloset.org

Auburn Sponsors

Auburn Journal

Auburn Moving Co.

SAFEWAY

**GROCERY
OUTLET**
bargain market

Save
Mart



Auburn Interfaith Food Closet

1788 Auburn Ravine Road, Auburn

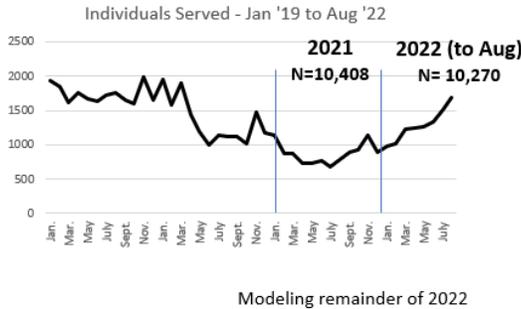
PO Box 132, Auburn, CA 95604

www.auburnfoodcloset.org (530) 885-1921

Printing by ADVANTAGE Marketing & Print

Budget Development

Estimating 2023 Service Levels and Food Cost



- 2022 budget was set based on 10,408 individuals for 2022
- Have experienced significant growth since January, accelerating each month
- Step 1 to estimate 2023 individuals to be served: best estimate for remainder of 2022
 - Month-over-month growth since January, accelerating each month
 - 3 growth models used – range of total individuals from 20,624 to 21,167
 - Average = 20,927 (year) & 2,270 (December)
- Step 2 – Use baseline to project 2023 numbers
 - Assume January = December '22 (2,270) and 2% growth each month
 - Yields monthly growth to 2,822 by December
 - 2023 guest estimate = 30,445 (highest since 2014)
- Step 3 – Project food cost based on cost per meal
 - YTD Cost per meal = \$1.79
 - 12 meals per guest
 - Total cost = \$653,958

Budget Development

Funding Food

- Total projected food costs = \$653,958
 - Less In-kind food donations = \$140,000
 - Less PFB food donations = \$160,000
 - Cash needed from AIFC = \$353,958
 - Estimate 2022 spend at \$150,000
- Drivers of increased costs
 - 20k more guests: 12 meals x \$1.79 x 20,000 = \$429,600
 - 10k with 3 add't meals: 3 meals x \$1.79 x 10,000 = \$53,700

\$68,000 Residual – Increase fundraising and/or deficit budget

Recommendations for Budget

- Maximize PFB support – hopefully they can continue to provide free milk & eggs
- Find more grant money
- Consider additional request in summer
- Reduce number of meals per guest
- Deficit spend = use surplus cash to cover
 - This is not sustainable but be used in 2023 to cover and learn more about actual growth numbers