



Northern Illinois Food Bank

FY2015 Budget Financial

**through
June 30, 2015**

**Northern Illinois Food Bank
FY2015 Budget
Summary**

	FY12 Actual	FY13 Actual	FY14 Budget	FY14 Forecast	FY15 Budget	FY15B vs FY14F	
Meal equivalents distributed	31,675,734	42,173,035	42,699,653	50,261,526	51,940,642	1,679,116	3%
Expense per meal distributed	\$ 0.465	\$ 0.386	\$ 0.380	\$ 0.332	\$ 0.346	\$ 0.014	4%
Statement of activities							
Capital campaign	\$ 872,045	\$ 54,241	\$ -	\$ 46,981	\$ -	\$ (46,981)	-100%
Contributions & special events	8,273,173	9,275,208	8,998,810	10,226,321	10,270,500	44,179	0%
Government fees & grants	2,869,378	2,757,502	2,268,450	2,893,710	2,947,560	53,850	2%
Agency shared maintenance & purchased food	4,587,240	4,531,378	4,566,377	4,688,024	4,819,858	131,834	3%
Investment, rental and other income	457,545	106,048	64,800	75,765	76,512	747	1%
Gift-in-kind (estimated)	67,443,965	92,966,948	85,228,668	117,765,183	122,958,862	5,193,679	4%
Gross revenue and other support	84,503,346	109,691,325	101,127,105	135,695,985	141,073,292	5,377,307	4%
Cost of purchased food distributed	5,067,373	5,865,901	5,408,199	5,724,406	5,902,071	177,665	3%
Employee expenses	5,053,785	5,598,252	5,876,451	6,029,707	6,615,286	585,579	10%
Other operating expenses	3,674,479	3,815,377	3,899,932	3,964,630	4,407,121	442,491	11%
Depreciation and amortization	937,404	1,013,143	1,031,741	991,517	1,061,492	69,975	7%
Gift-in-kind expenses (estimated)	67,146,896	88,969,153	85,228,668	117,091,229	122,958,862	5,867,633	5%
Total operating expenses	81,879,938	105,261,826	101,444,991	133,801,489	140,944,832	7,143,343	5%
Total change in net assets	2,623,408	4,429,499	(317,886)	1,894,497	128,460	(1,766,036)	-93%
Memo: change in net assets before gift-in-kind	2,326,340	431,705	(317,886)	1,220,543	128,460	(1,092,083)	-89%
Program expense %	97.1%	97.4%	97.1%	97.8%	97.7%	-0.1%	
Admin expense %	0.9%	0.8%	0.8%	0.7%	0.7%	0.0%	
Fundraising expense %	2.0%	1.9%	2.1%	1.5%	1.6%	0.1%	
Cash flow							
Cash received from support and revenue	16,898,000	17,035,863	16,000,217	18,005,004	18,126,773	121,769	1%
Cash paid for operating expenses	(13,859,737)	(14,701,878)	(14,926,557)	(15,930,041)	(16,923,819)	(993,778)	6%
Capital spending	(7,916,500)	(363,944)	(367,217)	(487,973)	(1,097,600)	(609,627)	125%
Mortgage principal payment	(1,155,000)	(466,424)	(399,996)	(398,542)	(398,542)	(0)	0%
Other change in cash	5,818,013	(62,355)	(48,000)	(70,713)	(51,600)	19,113	-27%
Net cash flow	(215,224)	1,441,263	258,447	1,117,736	(344,788)	(1,462,524)	-131%
Financial position							
Cash and investments	6,324,826	7,850,187	8,156,634	9,032,154	8,738,967	(293,188)	-3%
Inventory - purchased	580,681	437,113	437,113	474,948	474,948	-	0%
Inventory - donated (estimated)	5,154,592	9,125,461	9,125,461	9,799,943	9,799,943	-	0%
Property and equipment, net	20,059,259	19,432,375	18,773,167	18,927,659	18,971,183	43,524	0%
Other assets	1,143,908	788,572	684,387	698,445	690,286	(8,159)	-1%
Total assets	33,263,266	37,633,708	37,176,762	38,933,150	38,675,328	(257,822)	-1%
Accounts payable and accrued expense	1,063,650	1,376,139	1,637,076	1,190,180	1,202,439	12,259	1%
Due to agencies	73,242	168,122	168,122	157,568	157,568	-	0%
Bond debt	9,965,000	9,498,576	9,098,580	9,100,035	8,701,493	(398,542)	-4%
Total liabilities	11,101,892	11,042,837	10,903,778	10,447,783	10,061,500	(386,283)	-4%
Net assets	22,161,374	26,590,871	26,272,985	28,485,367	28,613,828	128,460	0%
Financial ratios (rolling 12 months)							
Unrestricted, cash reserves (should be > .25)	0.26	0.34	0.36	0.39	0.34	(0.06)	-14%
Months operating reserves (should be > 3)	3.78	4.33	4.46	5.12	4.51	(0.61)	-12%
Unrestricted, unencumbered liquid assets ratio (should be > .50)		0.69	0.76	0.83	0.82	(0.00)	0%
Debt service coverage ratio (should be at least 1.25)		2.86	1.44	3.42	1.50	(1.92)	-56%

**Northern Illinois Food Bank
FY2015 Budget
Strategic Initiatives**

Ignite the Community to End Hunger

Grow number of donors, volunteers and advocates

- * Volunteer electronic check in at each Center to capture names electronically and improve efficiencies
- * Advertising for volunteer recruitment, meeting spaces and holiday fundraising campaign
- * Increase direct mail acquisition campaign
- * New food sourcing liaison position
- * Redesign website
- * Increase Full Plate pages to 12 to include network partners and special events

Grow number of major donors

- * Launch food donor recognition society and thank you event
- * Restructure individual giving team to emphasize major gifts

Grow awareness of food bank as hunger solution

- * Increased media and advertising efforts (integrated fundraising and agriculture campaign)
- * Increase community outreach (parades, Hunger Study, HAM and food pantry certificates)

Investigate endowment campaign

- * Engage staff to inventory current funds, benchmark other NPO's and make recommendations to board

Strengthen Food Bank Leadership and Agency Infrastructure

Food Bank staff development

- * Enable leadership development through executive coaching and 360 degree reviews
- * Identify competencies for job families and individual positions to assess talent and development opportunities
- * Action learning opportunities to gain a broader perspective of our organization and mission
- * Retain high potential employees through implementing a total rewards strategy
- * Certify 2nd staff member on DDI Leadership training

Strengthen network partner leadership

- * Extend DDI Leadership training to network partners
- * Support capacity development at network partners through increasing investment in Vista's from 6 to 8

More Meals Pathway

Network partner distribution

- * Create meal measurement teams by county to develop localized strategies to meet local meal gap
- * Continue to develop food drops, increasing to 15 per month
- * Produce initiative to increase produce distribution by 1%, execution begins in 3rd quarter
- * Pilot network partner tiering program to prioritize and appropriately support network partners to build capacity and ensure sustainability
- * Begin analysis of direct distribution program
- * Begin analysis for 2nd shift in warehouse, execution in FY2016
- * Begin analysis and make recommendation for south suburban center to begin in FY2016

Program increases

- * Increase meal distribution to children including adding 2 school-based food pantries
- * Increase meal distribution to seniors including adding monthly senior mobile pantry program

Building Bridges Pathway

- * Advocate for and educate our supporters on hunger issues
- * Increase total meals through SNAP from 380,000 to 400,000 meals
- * Engage partners to help build bridges to assist clients in achieving self-sufficiency

**Northern Illinois Food Bank
FY2015 Budget
Statement of Activities**

	FY12 Actual	FY13 Actual	FY14 Budget	FY14 Forecast	FY15 Budget	FY15B vs FY14F
Gross revenue and other support						
Capital campaign	\$ 872,045	\$ 54,241	\$ -	\$ 46,981	\$ -	\$ (46,981) -100%
Temporarily restricted contributions	1,805,082	2,207,827	1,812,910	2,389,958	2,286,004	(103,954) -4%
Unrestricted contributions & special events	6,468,091	7,067,380	7,185,900	7,836,363	7,984,496	148,133 2%
Government fees & grants	2,869,378	2,757,502	2,268,450	2,893,710	2,947,560	53,850 2%
Agency shared maintenance & purchased food	4,587,240	4,531,378	4,566,377	4,688,024	4,819,858	131,834 3%
Investment, rental and other income	457,545	106,048	64,800	75,765	76,512	747 1%
Subtotal gross revenue before gift-in-kind	17,059,381	16,724,377	15,898,437	17,930,803	18,114,430	183,627 1%
Gift-in-kind revenue						
Donated/EFP food revenue (estimated)	67,192,233	92,759,516	85,228,668	117,647,890	122,958,862	5,310,972 5%
Donated goods and services	251,732	207,432	-	117,293	-	(117,293) -100%
Subtotal gift-in-kind revenue	67,443,965	92,966,948	85,228,668	117,765,183	122,958,862	5,193,679 4%
Total gross revenue and other support	84,503,346	109,691,325	101,127,105	135,695,985	141,073,292	5,377,307 4%
Operating expenses						
Cost of purchased food distributed	5,067,373	5,865,901	5,408,199	5,724,406	5,902,071	177,665 3%
Employee expenses	5,053,785	5,598,252	5,876,451	6,029,707	6,615,286	585,579 10%
Distribution expenses	732,885	756,039	729,927	752,082	691,655	(60,427) -8%
Facility expenses	1,091,141	852,750	802,487	896,951	908,746	11,795 1%
Direct mail, event & advertising expenses	1,003,589	1,233,406	1,401,249	1,249,373	1,499,835	250,462 20%
Agency grants	72,698	199,836	70,205	174,419	150,000	(24,419) -14%
Organizational & other expenses	774,166	773,346	896,065	891,806	1,156,884	265,079 30%
Depreciation and amortization	937,404	1,013,143	1,031,741	991,517	1,061,492	69,975 7%
Subtotal operating expenses before gift-in-kind	14,733,041	16,292,673	16,216,323	16,710,260	17,985,970	1,275,710 8%
Memo: Operating gain/(loss) before gift-in-kind	2,326,340	431,705	(317,886)	1,220,543	128,460	(1,092,083) -89%
% of gross revenue before gift-in-kind	86.4%	97.4%	102.0%	93.2%	99.3%	694.7%
Gift-in-kind expenses						
Value of donated/EFP food distributed (estimated)	66,991,189	88,788,647	85,228,668	116,973,936	122,958,862	5,984,926 5%
Donated goods and services	155,707	180,507	-	117,293	-	(117,293) -100%
Subtotal gift-in-kind expenses	67,146,896	88,969,153	85,228,668	117,091,229	122,958,862	5,867,633 5%
Total operating expenses	81,879,938	105,261,826	101,444,991	133,801,489	140,944,832	7,143,343 5%
% of gross revenue	96.9%	96.0%	100.3%	98.6%	99.9%	132.8%
Temporarily restricted	(959,424)	(453,024)	(177,497)	111,425	38,062	(73,362) -66%
Unrestricted - Food	201,044	3,970,869	-	673,954	-	(673,954) -100%
Unrestricted - Other	3,381,788	911,654	(140,389)	1,109,118	90,398	(1,018,720) -92%
Total change in net assets	2,623,408	4,429,499	(317,886)	1,894,497	128,460	(1,766,036) -93%
% of gross revenue	3.1%	4.0%	-0.3%	1.4%	0.1%	-32.8%

**Northern Illinois Food Bank
FY2015 Budget
Statement of Expense**

	FY12 Actual	FY13 Actual	FY14 Budget	FY14 Forecast	FY15 Budget	FY15B vs FY14F
Cost of purchased food distributed						
Cost of government food distributed	\$ 1,612,322	\$ 1,820,327	\$ 1,495,124	\$ 1,921,270	\$ 1,979,740	\$ 58,470 3%
Cost of purchased food	3,141,582	3,667,955	3,516,295	3,378,447	3,526,478	148,031 4%
Packaging supplies & inbound freight	313,469	377,619	396,780	424,690	395,854	(28,836) -7%
Total cost of purchased food distributed	5,067,373	5,865,901	5,408,199	5,724,406	5,902,071	177,665 3%
Employee expenses						
Staff salaries	3,926,185	4,307,357	4,495,487	4,603,429	5,084,492	481,063 10%
Contract labor	95,677	118,177	42,180	148,037	45,300	(102,737) -69%
Payroll taxes	318,105	342,997	370,955	368,338	420,558	52,220 14%
Health insurance	483,444	541,341	645,313	605,781	749,796	144,015 24%
Worker's compensation insurance	136,165	175,003	194,400	188,214	179,004	(9,210) -5%
401k match & profit sharing	94,209	113,377	128,116	115,909	136,136	20,227 17%
Total employee expenses	5,053,785	5,598,252	5,876,451	6,029,707	6,615,286	585,579 10%
Distribution expenses						
Transportation	601,162	635,178	623,992	654,793	605,934	(48,859) -7%
Equipment rental/maintenance	87,439	61,637	42,875	49,628	39,059	(10,569) -21%
Vehicle insurance	44,284	59,224	63,059	47,661	46,662	(999) -2%
Total distribution expenses	732,885	756,039	729,927	752,082	691,655	(60,427) -8%
Facility expenses						
Utilities	375,827	289,749	311,050	363,740	338,502	(25,238) -7%
Mortgage interest	352,273	343,525	231,846	236,362	227,496	(8,866) -4%
Facility rental	97,615	101,787	122,988	133,452	166,048	32,596 24%
Building maintenance	265,426	117,689	136,603	163,398	176,700	13,302 8%
Total facility expenses	1,091,141	852,750	802,487	896,951	908,746	11,795 1%
Direct mail, event and advertising expenses						
Direct mail, promotional and advertising	866,492	1,031,342	1,115,086	1,012,756	1,197,135	184,379 18%
Special events	95,801	102,696	191,500	168,288	220,600	52,312 31%
Printing and publications	41,296	99,368	94,663	68,328	82,100	13,772 20%
Total direct mail, event and advertising exp	1,003,589	1,233,406	1,401,249	1,249,373	1,499,835	250,462 18%
Agency grants	72,698	199,836	70,205	174,419	150,000	(24,419) -14%

**Northern Illinois Food Bank
FY2015 Budget
Statement of Expense**

	FY12 Actual	FY13 Actual	FY14 Budget	FY14 Forecast	FY15 Budget	FY15B vs FY14F
Organization and other expenses						
Insurance	46,155	41,966	45,144	47,876	51,258	3,382 7%
Office and technology supplies	131,919	133,983	117,989	94,442	181,977	87,535 93%
Travel, conferences and meetings	121,326	106,792	169,411	151,590	184,679	33,089 22%
Telecommunications	68,626	73,526	86,538	69,642	89,120	19,478 28%
Feeding America and Feeding Illinois fees	52,495	36,608	50,112	48,892	52,788	3,896 8%
Staffing and development	45,847	38,331	64,687	35,401	68,186	32,785 93%
Professional and consulting fees	177,374	159,144	176,750	246,687	287,863	41,176 17%
Miscellaneous	130,424	182,995	185,434	197,276	241,013	43,737 22%
Total organization and other expenses	774,166	773,346	896,065	891,806	1,156,884	265,079 30%
Depreciation and amortization	937,404	1,013,143	1,031,741	991,517	1,061,492	69,975 7%
Subtotal operating expenses before gik	14,733,041	16,292,673	16,216,323	16,710,260	17,985,970	1,275,710 8%
% of gross revenue before gift-in-kind	86.4%	97.4%	90.4%	92.2%	99.3%	694.7%
Gift-in-kind expenses						
Value of donated/EFP food distributed (est)	66,991,189	88,788,647	85,228,668	116,973,936	122,958,862	5,984,926 5%
Donated goods and services	155,707	180,507	-	117,293	-	(117,293) ####
Total gift-in-kind expenses	67,146,896	88,969,153	85,228,668	117,091,229	122,958,862	5,867,633 7%
Total operating expenses	81,879,938	105,261,826	101,444,991	133,801,489	140,944,832	7,143,343 7%
% of gross revenue	96.9%	96.0%	74.8%	94.8%	99.9%	132.8%

Northern Illinois Food Bank
FY2015 Budget
Statement of Functional Expenses

	FY12 Actual	FY13 Actual	FY14 Budget	FY14 Forecast	FY15 Budget	FY15B vs FY14F
Program costs						
Cost of purchased food distributed	\$ 5,067,373 6.2%	\$ 5,865,901 5.6%	\$ 5,408,199 5.3%	\$ 5,724,406 4.3%	\$ 5,902,071 4.2%	\$ 177,665 -0.1%
Employee expenses	4,110,774 5.0%	4,509,242 4.3%	4,604,000 4.5%	4,829,568 3.6%	5,328,415 3.8%	498,847 0.2%
Distribution expenses	720,176 0.9%	751,574 0.7%	660,635 0.7%	748,821 0.6%	687,541 0.5%	(61,280) -0.1%
Facility expenses	1,050,441 1.3%	834,630 0.8%	776,796 0.8%	878,486 0.7%	890,809 0.6%	12,323 0.0%
Direct mail, event & advertising expenses	23,402 0.0%	64,133 0.1%	38,659 0.0%	93,350 0.1%	112,075 0.1%	18,725 0.0%
Agency grants	72,698 0.1%	199,836 0.2%	70,205 0.1%	174,419 0.1%	150,000 0.1%	(24,419) 0.0%
Organizational & other expenses	413,977 0.5%	397,461 0.4%	730,944 0.7%	389,360 0.3%	637,691 0.5%	248,331 0.2%
Depreciation and amortization	902,377 1.1%	979,033 0.9%	993,188 1.0%	956,739 0.7%	1,027,500 0.7%	70,761 0.0%
Gift-in-kind	67,141,021 82.0%	88,881,234 84.4%	85,228,668 84.0%	117,031,267 87.5%	122,958,862 87.2%	5,927,595 -0.2%
Total program costs	79,502,240 97.1%	102,483,044 97.4%	98,511,294 97.1%	130,826,414 97.8%	137,694,965 97.7%	6,868,551 -0.1%
Admin costs						
Cost of purchased food distributed	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee expenses	416,588 0.5%	500,748 0.5%	670,170 0.7%	556,913 0.4%	601,027 0.4%	44,115 0.0%
Distribution expenses	1,181 0.0%	4,465 0.0%	63,638 0.1%	3,261 0.0%	4,114 0.0%	853 0.0%
Facility expenses	21,273 0.0%	6,007 0.0%	12,668 0.0%	6,107 0.0%	5,941 0.0%	(166) 0.0%
Direct mail, event & advertising expenses	31,312 0.0%	75,522 0.1%	41,806 0.0%	113,750 0.1%	147,700 0.1%	33,950 0.0%
Agency grants	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Organizational & other expenses	247,477 0.3%	184,237 0.2%	13,406 0.0%	294,419 0.2%	274,044 0.2%	(20,375) 0.0%
Depreciation and amortization	15,956 0.0%	14,739 0.0%	38,552 0.0%	16,285 0.0%	16,051 0.0%	(233) 0.0%
Gift-in-kind	307 0.0%	4,203 0.0%	- 0.0%	12,026 0.0%	- 0.0%	(12,026) 0.0%
Total admin costs	734,094 0.9%	789,921 0.8%	840,241 0.8%	1,002,760 0.7%	1,048,878 0.7%	46,117 0.0%
Fundraising costs						
Cost of purchased food distributed	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee expenses	526,423 0.6%	588,262 0.6%	602,281 0.6%	643,227 0.5%	685,844 0.5%	42,617 0.0%
Distribution expenses	11,528 0.0%	- 0.0%	5,653 0.0%	- 0.0%	- 0.0%	- 0.0%
Facility expenses	19,427 0.0%	12,113 0.0%	13,023 0.0%	12,359 0.0%	11,996 0.0%	(362) 0.0%
Direct mail, event & advertising expenses	948,875 1.2%	1,093,751 1.0%	1,320,784 1.3%	1,040,705 0.8%	1,240,060 0.9%	199,355 0.1%
Agency grants	- 0.0%	- 0.0%	0 0.0%	- 0.0%	- 0.0%	- 0.0%
Organizational & other expenses	112,712 0.1%	191,648 0.2%	151,715 0.1%	208,026 0.2%	245,149 0.2%	37,123 0.0%
Depreciation and amortization	19,071 0.0%	19,371 0.0%	- 0.0%	18,493 0.0%	17,940 0.0%	(553) 0.0%
Gift-in-kind	5,568 0.0%	83,716 0.1%	- 0.0%	47,936 0.0%	- 0.0%	(47,936) 0.0%
Total fundraising costs	1,643,604 2.0%	1,988,861 1.9%	2,093,456 2.1%	1,970,746 1.5%	2,200,990 1.6%	230,243 0.1%
Total operating expenses	81,879,938	105,261,826	101,444,991	133,799,921	140,944,832	7,144,911

**Northern Illinois Food Bank
FY2015 Budget
Distributed Food Analysis**

	FY12 Actual	FY13 Actual	FY14 Budget	FY14 Forecast	FY15 Budget	FY15B vs FY14F	
Meal Equivalents Distributed by Source							
Agency Direct Connect	1,865,190	7,608,448	8,295,677	13,503,524	15,083,327	1,579,803	12%
NIFB Distributed	20,323,696	23,547,757	25,171,724	26,704,638	26,937,420	232,782	1%
Donated Total	22,188,886	31,156,205	33,467,401	40,208,162	42,020,747	1,812,584	5%
Purchased	5,611,534	6,473,193	7,069,353	5,860,550	5,972,328	111,778	2%
Commodities/TANF	3,875,314	4,543,637	2,162,899	4,192,813	3,947,567	(245,247)	-6%
Total Meal Equivalents Distributed by Source	31,675,734	42,173,035	42,699,653	50,261,526	51,940,642	1,679,116	3%
Meal Equivalents Distributed by Program							
Agency Direct Connect	1,865,190	7,608,448	8,295,677	13,503,524	15,083,327	1,579,803	12%
NIFB Distributed	28,234,650	32,311,527	32,066,662	34,437,890	34,425,297	(12,593)	0%
Holiday Meal Boxes	244,986	238,612	240,000	267,168	272,000	4,832	2%
To Agencies Total	30,344,827	40,158,588	40,602,339	48,208,582	49,780,624	1,572,041	3%
CACFP	370,618	580,967	584,982	586,482	591,428	4,946	1%
SFSP	201,715	234,575	261,332	240,811	243,456	2,645	1%
Backpack / Back to School Fairs	670,788	1,074,906	1,092,600	1,122,666	1,156,985	34,319	3%
Child Nutrition Total	1,243,121	1,890,448	1,938,914	1,949,959	1,991,869	41,911	2%
Senior Box / Senior Mobiles	87,786	123,999	158,400	102,985	168,149	65,164	63%
Total Meal Equivalents Distributed by Program	31,675,734	42,173,035	42,699,653	50,261,526	51,940,642	1,679,116	3%
Total Operational Expenses (excl gift-in-kind)							
Cost of purchased food distributed	5,067,373	5,865,901	5,408,199	5,724,406	5,902,071	177,665	3%
Employee expenses	5,053,785	5,598,252	5,876,451	6,029,707	6,615,286	585,579	10%
Distribution expenses	732,885	756,039	729,927	752,082	691,655	(60,427)	-8%
Facility expenses	1,091,141	852,750	802,487	896,951	908,746	11,795	1%
Direct mail, event & advertising expenses	1,003,589	1,233,406	1,401,249	1,249,373	1,499,835	250,462	20%
Agency grants	72,698	199,836	70,205	174,419	150,000	(24,419)	-14%
Organizational & other expenses	774,166	773,346	896,065	891,806	1,156,884	265,079	30%
Depreciation and amortization	937,404	1,013,143	1,031,741	991,517	1,061,492	69,975	7%
Total Operational Expenses (excl gik)	14,733,041	16,292,673	16,216,323	16,710,260	17,985,970	1,275,710	8%
Expense per Meal Distributed							
Cost of purchased food distributed	0.160	0.139	0.127	0.114	0.114	(0.000)	0%
Employee expenses	0.160	0.133	0.138	0.120	0.127	0.007	6%
Distribution expenses	0.023	0.018	0.017	0.015	0.013	(0.002)	-11%
Facility expenses	0.034	0.020	0.019	0.018	0.017	(0.000)	-2%
Direct mail, event & advertising expenses	0.032	0.029	0.033	0.025	0.029	0.004	16%
Agency grants	0.002	0.005	0.002	0.003	0.003	(0.001)	-17%
Organizational & other expenses	0.024	0.018	0.021	0.018	0.022	0.005	26%
Depreciation and amortization	0.030	0.024	0.024	0.020	0.020	0.001	4%
Total Expense per Meal Distributed	0.465	0.386	0.380	0.332	0.346	0.014	4%

**Northern Illinois Food Bank
FY2015 Budget
Distributed Food Analysis**

	FY12 Actual	FY13 Actual	FY14 Budget	FY14 Forecast	FY15 Budget	FY15B vs FY14F
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Purchased Food Analysis

Purchased Food Revenue

Agency - cost recovery of purchased food	\$ 2,240,258	\$ 2,194,894	\$ 2,149,313	\$ 2,023,537	\$ 2,079,883	\$ 56,346 3%
Food program grants released	1,120,201	1,633,777	1,469,223	1,593,995	1,422,963	(171,032) -11%
Holiday meal box	462,384	474,256	480,000	537,894	544,000	6,106 1%
Total Agency & food program grants	3,822,843	4,302,927	4,098,536	4,155,427	4,046,846	(108,580) -3%
Government programs - child nutrition	1,421,278	1,591,359	1,665,369	1,806,876	1,906,828	99,952 6%
Government programs - other food	414,116	572,872	142,656	416,441	407,655	(8,786) -2%
Total Purchased Food Revenue	5,658,237	6,467,157	5,906,561	6,378,744	6,361,329	(17,415) 0%

Cost of Purchased Food Distributed (excl packaging and inbound freight)

Agency & food program grants	3,141,582	3,667,955	3,516,295	3,378,447	3,526,478	148,031 4%
Government programs - child nutrition	1,160,250	1,343,834	1,359,601	1,555,385	1,612,905	57,520 4%
Government programs - other	452,072	476,493	135,523	365,885	366,835	950 0%
Total Cost of Purchased Food Distributed	4,753,904	5,488,282	5,011,419	5,299,716	5,506,218	206,501 4%

Gross Margin

Agency, food program grants, HMB	681,261	634,972	582,241	776,980	520,368	(256,612) -33%
	18%	15%	14%	19%	13%	236%
Government programs - child nutrition	261,028	247,525	305,768	251,491	293,923	42,432 17%
	18%	16%	18%	14%	15%	42%
Government programs - other	(37,956)	96,379	7,133	50,556	40,820	(9,736) -19%
	-9%	17%	5%	12%	10%	111%
Total Gross Margin	904,333	978,875	895,142	1,079,028	855,112	(223,916) -21%
	16%	15%	15%	17%	13%	1286%

Shared Maintenance Revenue Analysis

Shared Maintenance on Donated Food To Agencies	\$ 1,884,778	\$ 1,779,610	\$ 1,844,904	\$ 2,091,784	\$ 2,125,708	\$ 33,924 2%
Donated Pounds Distributed to Agencies						
Direct Connect	2,238,228	9,130,138	9,954,812	16,204,229	18,099,992	1,895,763 12%
Food Bank Delivered	26,836,570	28,111,878	29,787,661	31,470,763	32,156,056	685,293 2%
Total Donated Pounds Distributed to Agencies	29,074,798	37,242,016	39,742,473	47,674,992	50,256,048	2,581,056 5%
SM Revenue per FB Delivered Donated Pound	\$ 0.070	\$ 0.063	\$ 0.062	\$ 0.066	\$ 0.066	\$ (0.000) -1%
SM Revenue per Total Donated Pounds to Agencies	\$ 0.065	\$ 0.048	\$ 0.046	\$ 0.044	\$ 0.042	\$ (0.002) -4%

**Northern Illinois Food Bank
FY2015 Budget
Statement of Financial Position**

	FY12 Actual	FY13 Actual	FY14 Budget	FY14 Forecast	FY15 Budget	FY15B vs FY14F	
Assets							
Temporarily restricted cash	\$ 1,393,179	\$ 1,275,728	\$ 1,250,011	\$ 1,504,694	\$ 1,561,699	\$ 57,005	4%
Unrestricted cash	3,390,629	4,949,343	5,233,507	5,838,113	5,436,320	(401,793)	-7%
Cash and cash equivalents	4,783,808	6,225,071	6,483,519	7,342,807	6,998,019	(344,788)	-5%
Investments	1,541,018	1,625,116	1,673,116	1,689,347	1,740,947	51,600	3%
Accounts receivable	133,560	99,519	99,519	92,280	92,280	-	0%
Grant receivable	254,176	286,576	336,576	370,025	376,625	6,600	2%
Contributions receivable - cap camp	450,826	136,484	(15,296)	18,943	-	(18,943)	-100%
Contributions receivable - other	-	51,027	51,027	21,351	21,351	-	0%
Inventory - purchased	580,681	437,113	437,113	474,948	474,948	-	0%
Inventory - donated (estimated)	5,154,592	9,125,461	9,125,461	9,799,943	9,799,943	-	0%
Prepaid expenses	181,150	45,465	48,377	33,763	45,363	11,600	34%
Property and equipment, temp restr	1,519,881	1,519,881	1,519,881	1,519,881	1,519,881	-	0%
Property and equipment, cost unrestr	20,643,273	20,997,012	21,364,229	21,414,897	22,512,497	1,097,600	5%
Property and equipment, accum depr	(2,103,895)	(3,084,519)	(4,110,943)	(4,007,119)	(5,061,195)	(1,054,076)	26%
Property and equipment, net	20,059,259	19,432,375	18,773,167	18,927,659	18,971,183	43,524	0%
Deposits and coupons	218	5,218	5,218	5,218	5,218	-	0%
Bond issuance costs, net	123,978	164,282	158,966	156,866	149,450	(7,416)	-5%
Total assets	33,263,266	37,633,708	37,176,762	38,933,150	38,675,328	(257,822)	-1%
Liabilities and net assets							
Liabilities							
Accounts payable	324,139	502,774	513,933	530,002	530,002	-	0%
Accounts payable and retainage capital	10,101	-	-	-	-	-	-
Accrued wages	547,156	785,974	1,035,752	660,178	672,437	12,259	2%
Other accrued expenses	182,254	87,391	87,391	-	-	-	-
Bonds payable	9,965,000	9,498,576	9,098,580	9,100,035	8,701,493	(398,542)	-4%
Due to agencies	73,242	168,122	168,122	157,568	157,568	-	0%
Total liabilities	11,101,892	11,042,837	10,903,778	10,447,783	10,061,500	(386,283)	-4%
Unrestricted net assets - donated food	5,154,592	9,125,461	9,125,461	9,799,414	9,799,943	529	0%
Unrestricted net assets - other	13,621,664	14,533,317	14,392,927	15,642,435	15,732,304	89,869	1%
Temporarily restricted net assets	3,385,118	2,932,094	2,754,597	3,043,518	3,081,581	38,062	1%
Net assets	22,161,374	26,590,871	26,272,985	28,485,367	28,613,828	128,460	0%
Total liabilities and net assets	33,263,266	37,633,708	37,176,762	38,933,150	38,675,328	(257,822)	-1%

Northern Illinois Food Bank
FY2015 Budget
Statement of Cash Flow

	FY12 Actual	FY13 Actual	FY14 Budget	FY14 Forecast	FY15 Budget	FY15B vs FY14F
Operating cash flow						
Cash received from support and revenue						
Gross revenue before gift-in-kind	\$ 17,059,381	\$ 16,724,377	\$ 15,898,437	\$ 17,930,803	\$ 18,114,430	\$ 183,627
Less: (gains)/losses on investments	29,283	(6,806)	-	19,071	-	(19,071)
Less: (gains)/losses on sales of fixed assets	(196,408)	(8,000)	-	(4,985)	-	4,985
Less: change in accrued interest	-	(603)	-	(339)	-	339
Less: (decrease)/increase in provision for uncollectible	(14,792)	(4,836)	-	-	-	-
(Incr) decr in accounts receivable	9,791	30,869	-	7,240	-	(7,240)
(Incr) decr in grants receivable	132,464	(32,400)	(50,000)	(83,449)	(6,600)	76,849
(Incr) decr in contributions rec-capital camp	(107,573)	314,341	151,780	117,542	18,943	(98,599)
(Incr) decr in contributions rec-other	180	(47,855)	-	29,676	-	(29,676)
Incr (decr) in due to agencies	(14,326)	66,777	-	(10,553)	-	10,553
Net cash received from support and revenue	16,898,000	17,035,863	16,000,217	18,005,004	18,126,773	121,769
Cash paid for operating expenses						
Operating expenses before gift-in-kind	(14,733,041)	(16,292,673)	(16,216,323)	(16,710,260)	(17,985,970)	(1,275,710)
Less: depreciation and amortization	937,404	1,013,143	1,031,741	991,517	1,061,492	69,975
(Incr) decr in purchased inventory	(105,664)	143,568	-	(38,365)	-	38,365
(Incr) decr in prepaid expenses	2,445	135,684	(2,911)	11,703	(11,600)	(23,303)
(Incr) decr in deposits	-	(5,000)	-	-	-	-
Incr (decr) in accounts payable	(138,393)	178,635	11,159	28,552	-	(28,552)
Incr (decr) in accrued wages	177,512	84,666	249,778	(125,796)	12,259	138,055
Incr (decr) in other accrued expense	-	40,099	-	(87,391)	-	87,391
Net cash paid for operating expenses	(13,859,737)	(14,701,878)	(14,926,557)	(15,930,041)	(16,923,819)	(993,778)
Net cash provided by operating activities	3,038,263	2,333,986	1,073,660	2,074,964	1,202,954	(872,010)
Cash flows used in investing activities:						
Purchase of property and equipment	(7,916,500)	(353,843)	(367,217)	(487,973)	(1,097,600)	(609,627)
Change in payable for property and equipment	-	(10,101)	-	-	-	-
Proceeds from sale of property and equipment	9,311	8,000	-	12,250	-	(12,250)
Proceeds from sale (purchase) of investments	5,808,702	(24,560)	(48,000)	(82,963)	(51,600)	31,363
Net cash used in investing activities	(2,098,487)	(380,504)	(415,217)	(558,686)	(1,149,200)	(590,514)
Cash provided by (used in) financing activities:						
Payments for debt issuance costs	-	(45,795)	-	-	-	-
Payments for principal on bonds payable	(1,155,000)	(466,424)	(399,996)	(398,542)	(398,542)	(0)
Net cash provided by (used in) financing activities	(1,155,000)	(512,219)	(399,996)	(398,542)	(398,542)	(0)
Net increase in cash and cash equivalents	(215,224)	1,441,263	258,447	1,117,736	(344,788)	(1,462,524)
Cash and cash equivalents:						
Beginning of period	4,999,032	4,783,808	6,225,071	6,225,071	7,342,807	1,117,736
End of period	4,783,808	6,225,071	6,483,518	7,342,807	6,998,020	(344,788)

**Northern Illinois Food Bank
FY2015 Budget
Capital Projects**

	Capex Req #	FY2015	FY2014 Actual			FY2014	FY2013 Actual		
		Budget	Approval / Carryover Amount	Full Year Forecast	Carryover	Budget	Approval / Carryover Amount	Full Year Spending	Carryover
Vehicles									
Youth truck (CNP Funding, FY2012 carryover)	FY12-12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ 67,912	\$ -
Straight truck to replace R189601	FY13-01	-	-	-	-	-	110,931	111,281	-
2 Slider liftgates for donated trucks	FY13-14	-	-	-	-	-	10,572	10,711	-
Dot foods tractor (donated)	GIK	-	-	-	-	-	19,925	19,925	-
Dot foods trailer (donated)	GIK	-	-	-	-	-	7,000	7,000	-
Straight truck for Rockford - replace R229501	FY14-02	-	119,968	116,358	-	116,000	-	-	-
R250501 Mobile Pantry:EngineOverhaul	NA	-	-	13,943	-	-	-	-	-
New Isuzu Reefer Truck for Youth program	Jun-14	-	68,025	68,025	-	-	-	-	-
New reefer unit for International Truck	Jun-14	-	45,000	45,000	-	-	-	-	-
New tractor	Aug-14	-	116,000	-	116,000	-	-	-	-
New tractor	Aug-14	-	116,000	-	116,000	-	-	-	-
New tractor	Dec-14	116,000	-	-	-	-	-	-	-
Purchase leased International truck	Jun-15	50,000	-	-	-	-	-	-	-
Lift gate & branding for donated reefer trailer	Jun-14	-	13,600	13,600	-	-	-	-	-
5 used dry trailers	Jun-14	-	85,000	85,000	-	-	-	-	-
		-	-	-	-	-	-	-	-
Total Vehicles		166,000	563,593	341,926	232,000	116,000	218,428	216,829	-
Furniture & equipment									
Bulk repack (funded by grant (FY2012 carryover)	FY12-13	-	-	-	-	-	19,988	23,402	-
Conference room chairs (FY2012 carryover)	FY12-14	-	-	-	-	-	4,100	4,108	-
Round tables for education classrooms	FY13-03	-	-	-	-	-	2,850	2,850	-
Nutrition Center - sink	FY13-04	-	-	-	-	-	2,739	3,684	-
Install 4 new workstations	FY13-06	-	-	-	-	-	7,200	7,200	-
Reconditioned Walk behind floor scrubber NWC	FY13-07	-	-	-	-	-	5,800	5,800	-
4 walkie pallet trucks	FY13-12	-	-	-	-	-	11,200	11,200	-
Equipment for warehouse (\$20K in deferral list)	FY14-01	-	30,000	27,228	-	30,000	-	-	-
Steamer/sanitizer for Bulk Repackaging Room	FY14-04	-	3,050	3,050	-	-	-	-	-
Reconfigure & repair racking in cooler	FY14-06	-	2,515	2,515	-	-	-	-	-
Pallet jacks 3 @ 4300 ea	Aug-14	12,900	-	-	-	-	-	-	-
1- Crown PE4500-60 6,000# cap rider pallet truck	Oct-14	12,500	-	-	-	-	-	-	-
1- Electric pallet mover (NWC)	Oct-14	2,500	-	-	-	-	-	-	-
Install new workstations with variable workspace	Oct-14	25,000	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-
Total Furniture & equipment		52,900	35,565	32,793	-	30,000	53,877	58,244	-

**Northern Illinois Food Bank
FY2015 Budget
Capital Projects**

	Capex Req #	FY2015	FY2014 Actual			FY2014	FY2013 Actual		
		Budget	Approval / Carryover Amount	Full Year Forecast	Carryover	Budget	Approval / Carryover Amount	Full Year Spending	Carryover
Technology									
UPS for new Server		-	0	-	0	-	3,530	3,530	0
Athena - Ceres upgrade	NA	-	0	-	0	-	11,474	11,474	0
Agency Express	FY13-13	-	13,494	6,913	-	-	13,494	-	13,494
West Suburban Center AV Kitchen Expansion	FY13-15	-	7,776	6,833	-	-	13,297	5,521	7,776
TV's for internal broadcasting (lobby, break room)	FY13-10	-	-	-	-	-	3,194	3,491	-
Retail program (\$15K in deferral list)	Not yet appr'd	-	-	-	-	15,000	-	-	-
Phone system upgrade NWC	Not yet appr'd	-	-	-	-	4,181	-	-	-
Meeting Rooms AV upgrade	Not yet appr'd	-	3,532	3,532	-	3,532	-	-	-
Phone system upgrade NWC	Jul-14	4,200	-	-	-	-	-	-	-
Development/Finance copier replacement	Sep-14	6,500	-	-	-	-	-	-	-
Camera upgrade - Geneva	Jan-15	16,000	-	-	-	-	-	-	-
GTIN project (scanners, Ceres upgrade)	Jan-15	10,000	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-
Total Technology		36,700	24,803	17,277	1	22,713	44,989	24,014	21,271
Building & leasehold improvements									
Agency dock cooler (funded by grant)	FY13-02	-	5,990	5,990	-	-	23,624	22,630	994
West Suburban Center Sign	FY13-09	-	-	-	-	-	15,000	18,382	-
New dock door (funded by CDBG grant)	FY13-08	-	-	-	-	-	35,000	33,850	1,150
Dearborn building completion (ECS)	FY12-15	-	14,857	10,406	-	-	15,000	143	14,857
(11)Dock Door Electrical Outlets (funded by CF grant)	FY13-11	-	-	-	-	-	6,870	6,675	195
Dearborn building completion (E3);FY13 Invoicing		-	4,474	4,474	-	-	-	-	-
Create secure file room from closet		-	4,650	4,650	-	-	-	-	-
Fill in sawcuts (gaps) in warehouse floor	Not yet appr'd	-	-	-	-	15,000	-	-	-
Light covers for the warehouse	Not yet appr'd	-	-	-	-	10,000	-	-	-
Recycle project	Not yet appr'd	-	-	-	-	35,000	-	-	-
Dock doors - two doors (funded by CDBG grant)	FY14-03	-	65,000	70,457	-	65,000	-	-	-
Rockford: tear down and reset of office cubicles (Aug)	Not yet appr'd	-	-	-	-	3,500	-	-	-
Rockford: tear down and reset of Freezer/ Cooler (Aug)	Not yet appr'd	-	-	-	-	70,000	-	-	-
Recycling Center Expansion - Geneva		500,000	-	-	-	-	-	-	-
Rockford: Freezer Cooler Teardown and reset w/ addition	FY14-15	60,000	-	-	-	-	-	-	-
Rockford Relocation Build out	FY 14-15	50,000	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-
Total Building & leasehold improvements		610,000	94,971	95,976	-	198,500	95,494	81,680	17,196
Total Capital Expenditures		865,600	718,932	487,973	232,001	367,213	412,788	380,768	38,467
Memo: Gift-in-kind		-	-	-	-	-	26,925	26,925	-