



Board Executive Analysis

Financial Stewardship, Cost Efficiency, and Benchmarking
Calendar Year 2025

1. Executive Overview

In calendar year 2025, Valley Interfaith Community Resource Center (VICRC) demonstrated **strong financial stewardship while delivering services on a significant scale.**

The organization served **12,950 households and more than 41,000 individuals**, the overwhelming majority living below **100% of the Federal Poverty Level**, confirming both the depth of need and the relevance of VICRC's mission.

A review of **full-year service volume** alongside **January–November 2025 financial statements** shows that VICRC:

- Directs the majority of expenditures toward **direct services and frontline staffing**
- Maintains **controlled administrative costs**
- Preserves **strong liquidity and reserves**
- Delivers services at a **very low cost per household and per individual**, even when fully loaded with overhead

When benchmarked against **regional food pantries and hunger-relief peers**, VICRC's cost efficiency compares **very favorably**, particularly given its **multi-service, community-based model.**



2. Service Scale and Community Reach

2025 Service Totals

- **Households served:** 12,950
- **Individuals served:** 41,193
- **Service mix:**
 - Choice Pantry and food distribution
 - Clothing and household goods
 - School and seasonal supports
 - Case management and community referrals

This level of throughput places VICRC among **high-volume frontline providers**, not pilot-scale or niche programs. Importantly, services are delivered **directly to households**, rather than through intermediary distribution models alone.

3. Actual Operating Costs (Refined Analysis)

Rather than relying on a single-month extrapolation, this analysis incorporates **month-by-month 2025 financials**.

Observed Monthly Expenditures

- **Low range:** ~\$44,000–\$50,000
- **High range (seasonal/program peaks):** ~\$90,000–\$95,000
- **Typical operating band:** ~\$50,000–\$75,000

Conservative Annual Cost Assumption

Using a **blended conservative monthly average of ~\$65,000:**

- **Estimated annual operating cost:**
 $\$65,000 \times 12 = \sim\$780,000$



This estimate:

- Includes staffing, program costs, administration, facilities, utilities, and depreciation
 - Accounts for seasonal spikes (school supplies, holidays)
 - Excludes monetized value of donated goods and volunteer labor (**making it conservative**)
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4. Cost Efficiency Metrics

Using the conservative annual operating cost above:

- **Cost per household served:**
 $\$780,000 \div 12,950 \approx \60 per household per year
- **Cost per individual served:**
 $\$780,000 \div 41,193 \approx \19 per person per year

These are **fully loaded costs**, not marginal or program-only figures.

5. Benchmarking Against Regional and Sector Peers

A. Comparison to Hunger-Relief Sector Benchmarks

National hunger-relief organizations frequently benchmark performance using:

- **Cost per meal**
- **Meals per dollar**
- **Cost per person served**

Retail food cost benchmarks often exceed **\$3–\$4 per meal**, while large food banks highlight efficiencies achieved through donated food, purchasing power, and scale.



Using those common frames:

- VICRC's ~\$19 per person per year represents the equivalent of **multiple meals per person annually**, *plus* access to clothing, household goods, and service navigation.
- Even under conservative assumptions, **this places VICRC well within - if not better than - the efficiency range typically cited by high-performing hunger-relief organizations.**

B. Comparison to Regional Food Pantries and VICRC Peers

Large regional food banks benefit from:

- Massive in-kind food valuation
- Centralized logistics
- Partner-agency distribution models

VICRC operates differently:

- **Direct-to-household distribution**
- **High-touch community access**
- **Multiple essential services beyond food**

Given this broader scope, VICRC's \$60 per household and \$19 per person represent **exceptional efficiency for a community-based Pantry model**. Comparable neighborhood pantries and Food Pantries often report **higher per-household costs** once staffing, facilities, and utilities are fully accounted for.

C. Value of the VICRC Model

Unlike single-purpose pantries, VICRC's cost per person reflects:

- Food access
- Non-food essentials
- Seasonal and crisis supports
- Case management and referrals



From a board perspective, this means **each dollar supports stabilization, not just calorie provision** - a critical distinction when evaluating mission effectiveness.

6. Expense Alignment and Stewardship Discipline

Reviewed across nearly every month:

- **Program expenses and staffing are the dominant cost drivers**
- Administrative and professional fees remain **controlled and proportional**
- Cost spikes correlate directly with **program delivery**, not overhead growth

This reflects **intentional financial discipline** rather than reactive spending.

7. Liquidity, Reserves, and Risk Management

Throughout 2025, VICRC consistently maintained:

- **Total assets:** ~\$1.2M–\$1.34M
- **Cash and equivalents:** ~\$250k–\$380k
- **Operational reserves and investments:** ~\$850k–\$880k
- **Minimal liabilities:** generally, under \$12k

From a fiduciary standpoint:

- VICRC maintains **4 - 6+ months of operating coverage**
 - Reserves are **actively managed**, not idle
 - The organization can absorb some minimal funding volatility while continuing services
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8. Board-Level Conclusion

From a governance and stewardship perspective, the data supports the following conclusions:

- VICRC delivers **exceptionally high impact per dollar**
- Unit costs compare **favorably to regional food pantries and hunger-relief peers**
- Financial resources are **clearly aligned with mission delivery**
- The organization is **financially resilient, efficient, and well-managed**
- Current constraints are driven by **community need and capacity**, not financial mismanagement

Bottom Line:

In 2025, Valley Interfaith Community Resource Center served nearly **13,000 households and over 41,000 individuals** at an estimated cost of **~\$60 per household and ~\$19 per person**, while maintaining strong reserves and disciplined expense management. **These metrics place VICRC among highly efficient, well-stewarded community-based service organizations.**