PARTNERING FOR A HUNGER-FREE AMERICA

2011 ANNUAL REPORT

FEEDING® AMERICA

Feeding America is the nation's largest domestic hunger-relief charity. Our mission is to feed America's hungry through a nationwide network of member food banks and engage our country in the fight to end hunger.

Each year, the Feeding America network provides food to more than 37 million low-income people facing hunger in the United States, including 14 million children and nearly 3 million seniors. Our network of more than 200 food banks serves all 50 states, the District of Columbia and Puerto Rico, securing and distributing annually more than 3 billion pounds of food and grocery products. Those member food banks support more than 61,000 local charitable agencies, which provide food directly to individuals and families in need.

FEEDING® AMERICA

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Dear Friends,

Now is a critical time for people in America who struggle with hunger.

Unemployment remains high at 9 percent nationally, as does the number of people living in poverty. Millions of Americans are working but facing reduced wages or hours, making it harder to get by, and the cost of fuel and food continue to be challenges for American families.

Our nation's food insecurity rate is holding stubbornly high at 49 million, up from 36 million before the recession began. The challenges facing struggling American families are not abating, but thankfully, the emergency food assistance system is working. Last year we served 37 million people through our food bank network. And the federal SNAP program alone reached an incredible 45 million recipients. Together, charities like Feeding America and federal nutrition programs are responding as they were designed: to keep our neighbors from going hungry.

And yet, as Congress continues to debate ways to reduce the federal deficit and balance the budget, these proven programs are in danger of steep funding cuts that would reduce hunger relief significantly and make it harder for struggling American families to cope during this economic crisis.

Cuts to the federal nutrition safety net would surely drive millions more people to local food banks and food pantries, challenging an already strained food bank network to meet an even greater need for assistance. That's why we at Feeding America recently re-focused our approach to hunger relief.

Feeding America experienced unprecedented growth across our organization in recent years, but so did the needs of those we serve. As so many American families have had to do, we stepped back to evaluate how well our goals measure up to the challenge of creating a hunger-free America in today's environment.

This year, we released a landmark study, *Map the Meal Gap*, which shows that *there are men, women and children facing hunger in every county and congressional district in the United States*. In addition to the comprehensive report, we also released the data focused specifically on child food insecurity. The initial study also identifies the food budget shortfall, "or meal gap," that food-insecure people experience: a staggering 8.4 billion meals nationwide every year. Moreover, Feeding America's recent study, *Food Banks: Hunger's New Staple*, proved that emergency food pantries are becoming a regular component of households' long-term strategies to supplement monthly shortfalls in food. Despite the increased access to SNAP benefits, families rely heavily on the food bank network as a staple in food assistance.

"We are also supporting local communities as they develop tailored plans to help their residents who face hunger."

As the nation's leading domestic hunger-relief organization, our charge is to reduce that meal gap with all the tools available to our network. Using this research, we can now measure our progress against the number of people facing hunger in local communities, rather than on the number of pounds of food we provide—because it isn't just about distributing food anymore. We are in the midst of a fundamental shift in the way food banks operate.

Yes, we still provide food to people in need, but we are also supporting local communities as they develop tailored plans to help their residents who face hunger, be it through addressing a food desert, providing job training skills or connecting families with federal programs.

While Feeding America cannot close this gap alone, we can lead the way by focusing on five key priorities that will help advance our cause: sourcing more food, raising more funds, advocating on behalf of America's hungry, increasing awareness, and building network capacity to serve a greater number of people in need.

Currently, we are developing our new strategic plan for the Feeding America network—one that will lay the groundwork for addressing these five priorities and help us achieve a greater impact on hunger, and ultimately the health of our communities. It will include an increasing focus on working with the federal government to sustain the efficient hunger-relief programs, like SNAP, through the budget debates. And it will include making sure that low-income families have access to the fresh, healthy foods they need to stay healthy. As part of our new strategy, Feeding America has committed to provide more than 1.5 billion pounds of fresh fruits and vegetables each year in the next five years—certainly an ambitious goal, but one that, when achieved, will bring us closer to realizing our vision of a hunger-free America.

There is much to be done to ensure food security for our neighbors and in our communities, but we are on the right track. By focusing our efforts and building key partnerships with individuals, corporations, media, and advocacy and government partners, the Feeding America network will continue to strengthen our ability to raise awareness of the pervasiveness of hunger, build public and legislative support for our cause, and ultimately, to get more food to people in need.

Sincerely,

David Brearton
Executive Vice President and Chief Financial Officer, Kraft Foods, Inc.
Chair, Feeding America Board of Directors

Dear Friends,

As I look back over my five years at Feeding America, I am awestruck by the changes that we have experienced as an organization. We embarked upon our most ambitious period of growth in our network's history and surpassed even our own expectations. Thanks to our network's accomplishments in 2011, Feeding America has become a $1.2 billion organization.

WE ARE REACHING MORE PEOPLE

Our network provided nearly 79 percent of counties in the United States with a minimum of 37.22 pounds of food per person in poverty in 2011 and released *Map the Meal Gap*, providing valuable data about food insecurity in every county and congressional district in the United States.

WE ARE SOURCING MORE FOOD

We exceeded our food distribution goals by providing nearly 3.3 billion pounds of food and grocery items to people in need. Of that, 78 percent was considered "nutritious product" mix. And for the first time ever, donations from national partners for the year surpassed 1 billion pounds.

WE ARE RAISING MORE FUNDS

National office fundraising reached $98 million, providing a record $33 million in grants to members—an astounding 35 percent increase over fiscal year 2010. As of June 30, more than $226 million has been pledged for the Feeding America network through *The Campaign for a Hunger-Free America*, setting us at 45 percent of our $500 million goal.

WE ARE RAISING AWARENESS

With our "Real Stories" celebrity PSA campaign earning more than $40 million in donated media annually through media coverage in top outlets such as *USA Today*, CNN, *The New York Times*, *The Washington Post*, *Latino Magazine*, *The Huffington Post*, Lou Dobbs, *The Los Angeles Times*, ABC News, NPR, and Reuters we have garnered more than 6 billion media impressions on behalf of Feeding America and our food banks. We also doubled the number of friends following us through social media channels.

WE ARE AFFECTING POLICY

Government and charity are both necessary if we are going to end hunger in America, and we believe it is possible to get our government's budget under control without hurting nutrition programs that feed hungry people. We helped to bring about the passage of a historic child nutrition bill in 2010—the largest investment in federal child nutrition programs since their inception—which will make it easier for low-income children to get the regular meals they need, especially when school is out. With the help of our network members and the public, our policy and advocacy efforts have helped maintain strong funding levels for nutrition and hunger-relief programs and prevented harmful changes to critical federal nutrition programs.

"In 2011, we exceeded our food distribution goals by providing nearly 3.3 billion pounds of food and grocery items to people in need."

These accomplishments came none too soon. Since the recession, we've seen the number of people who rely on Feeding America food banks rise to 37 million—a staggering 46 percent over the need in 2006. Today, the number of food-insecure Americans holds steady at 49 million, while those living in poverty rose to 46 million.

We know that the hardships wrought by the strained economy are not likely to improve anytime soon.

People cannot begin to think about their future if their biggest worry is how they will feed their families today. When we give someone food, we give them hope, so that they may focus on school or a better job, and ultimately build a thriving life for themselves and for their children.

We still have much work to do, but thanks to our partners, donors, volunteers, advocates and staff across the Feeding America network, we are better positioned to get more food to more people facing hunger; and ever-closer to realizing our vision of a hunger-free America.

As we release this annual report, Congress is debating ways to reduce the federal deficit. Investments in federal hunger-relief programs continue to be at risk of significant cuts that would simply be devastating to the people we serve. With one in six Americans at risk of hunger, it is our moral imperative to stand strong behind the reality that struggling families cannot afford cuts to any programs that protect them from hunger. We urge you to visit www.feedingamerica.org and join us in this effort.

Thank you for your support of Feeding America's mission.

Vicki Escarra
President and Chief Executive Officer
Feeding America

Board of Directors (as of July 2011)

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Executive Vice President
Global Business Services
Kraft Foods

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(retired August 1, 2011)
Senior Vice President,
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and Programs Officer

Amy Franze
Chief Philanthropy Officer

Jolanta T. Gal
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Janet Gibbs
Chief Financial Officer

Matt Knott
Chief Operating Officer

Daphne Logan
Senior Vice President
of Human Resources

Eric Olsen
Senior Vice President of
Government Relations

Bill Thomas
Chief Supply Chain Officer

Johanna Vetter
Senior Vice President
of Brand Marketing

See page 38 for a list of Feeding America network members.

PARTNERS IN HUNGER RELIEF

Feeding America and its member food banks are leading the fight against hunger. Through new strategies, innovative programs, and enhanced outreach to the public and private sectors, we are creating a more efficient and effective food bank network that will deliver more nutritious food, including fresh produce, to more individuals and families in need, raising awareness of hunger and mobilizing the public around ending hunger in America.

PROGRAMS

With the help of many leading U.S. corporations, foundations and individual donors, Feeding America continues to develop and expand programs that feed hungry Americans. Whether it's moving nutritious, fresh food to underserved regions, feeding children after school and on weekends, or providing emergency assistance to disaster victims, these programs are the critical link between hunger and hope.

Child Hunger Programs

One in five children struggles with hunger, according to the most recent statistics provided by the United States Department of Agriculture. Studies show that hunger can have a lasting effect on a child's cognitive, behavioral, emotional and physical development. Feeding America believes that, as a nation, we can end childhood hunger in our country by increasing access to meals for children at times when they are not in school, including during the weekends and school vacations, after school and during the summer. Partnerships with donors enable Feeding America to provide the critical resources required by the network to expand, sustain or start a child hunger program in their community. In addition to ConAgra Foods, our leadership partner in the fight against child hunger, Feeding America receives generous support for child hunger relief from C&S Wholesale Grocers, Food Lion, Western Union, Morgan Stanley, Newman's Own, P&G, PwC Charitable Foundation, Ronald McDonald House Charities, Target, Unilever, and other corporate and foundation partners.

Major program enhancements include:

- Abbott Fund, Food Lion, Morgan Stanley, P&G and Ronald McDonald House Charities provided 49 food banks with grants to open or expand BackPack programs at more than 250 sites, serving more than 173,000 children. Feeding America's network operates BackPack Programs at more than 5,000 sites around the country.

- With help from C&S Wholesale Grocers, Inc., Feeding America was able to launch a comprehensive strategy designed to expand the BackPack Program. Key components of the project included the development of the "BackPack Zipper," a toolkit featuring nutrition information, physical activities and brain games for program sites; peer-to-peer mentoring program for 15 members of new BackPack Programs to learn best practices from mentors of high-performing programs; and the inaugural BackPack Program Leadership Lab, where 10 selected BackPack coordinators met to strategically plan for future development and program expansion.

BackPack Zipper toolkit

- The Summer Feeding Program was expanded thanks to a generous gift from The ConAgra Foods Foundation, which provided grants to 23 food banks in 20 states to serve nutritious meals and snacks to thousands of children throughout the summer. The gift from ConAgra Foods also helped to launch Hunger-Free Summers, an outreach and awareness campaign designed to increase participation in summer meal programs.
- Thanks to generous grants from Target Corporation and Newman's Own, 69 sites were able to sustain, expand or open a School Pantry Program. This rapidly growing program distributes food to low-income families on school grounds, giving them easier access to food assistance.
- The second cohort of ConAgra Foods Child Hunger Corps members were introduced at 11 food banks, where they will make recommendations for expanding or establishing child hunger programs in the region, thanks to the ConAgra Foods Foundation. There are now 17 ConAgra Foods Child Hunger Corps members serving to develop child hunger programs across the nation.
- Three new training videos for afterschool, Summer Food and School Pantry programs were created to help member food banks operate successful programs.

RETAIL STORE DONATION PROGRAM

The Retail Store Donation Program is a collaborative effort between the national office, network members and retail partners. At the national level, Feeding America gains agreement from retailers to donate perishable food such as meat, deli, dairy, produce, bread and baked goods to our network. Locally, members coordinate pick-up of food donations from participating retailers. In fiscal year 2011, *more than 660 million pounds of food* were distributed across the network, *a 32 percent increase* over 2010. This growth is due in part to increased national partnerships that included 10,500 stores in fiscal year 2011, compared to 9,000 stores last year.

Feeding America also received generous gifts from Walmart and the Walmart Foundation to purchase new vehicles dedicated to the Retail Store Donation Program. Additionally, a gift from the American Express Foundation provided critical operating support for member food banks seeking to expand their programs. Another important goal of this program is to secure nutritious food, which includes items such as meat, dairy, vegetables and fruit, and excludes items such as snacks and desserts. This year, *78 percent of product secured was considered nutritious* by Feeding America category definitions, exceeding the goal of 74 percent.

Distributing the generous product donations across the country requires a fleet of approximately 2,700 trucks of various size and capacity. To help members continue safe and efficient food distribution to clients in need, a generous gift from The David Tepper Charitable Foundation, Inc. replaced eight aging vehicles with new, refrigerated trucks throughout the network. The David Tepper Charitable Foundation, Inc.'s Hunger Relief Fleet helps food banks to increase the amount of fresh, perishable foods like produce and dairy they provide to their communities. Trucks also will have a routing system installed to maximize and enable even greater efficiencies.

Mobile Pantries

Mobile Pantries are refrigerated trucks that are used to deliver fresh foods directly to low-income neighborhoods, helping food banks meet the needs of residents in communities where traditional grocery stores, feeding agencies or food pantries are scarce. Mobile pantries also make deliveries in the evenings and during weekends, making it more convenient for working families to obtain food. One of the goals of *The Campaign for a Hunger-Free America* is to add 140 new mobile pantries across the network over five years. Feeding America is not only expanding the network's fleet of vehicles that serve as mobile pantries, but also providing training and technical assistance to food banks operating or interested in operating mobile pantries. Feeding America delivered 28 new mobile pantries to the network in fiscal year 2011, in part due to generous grants and gifts from individuals, families and organizations, including The Anschutz Foundation, Idol Gives Back Foundation, the Jilot Family, Kraft Foods, and Walmart and the Walmart Foundation, which enable food banks to reach underserved urban and rural communities. Since 2009, the number of distributions made by mobile pantries throughout the network has more than doubled from just over 3,000 distributions to nearly 7,500 in fiscal year 2011.

Product Donations

Product donations from our valuable corporate partners continue to be a staple to the network, providing critical food, personal care and home care items to Feeding America's clients. While the total volume of donations has begun to decline in recent years as companies become more efficient in production and distribution, many of Feeding America's partners are working hard to identify new opportunities for donations throughout their supply chains and are instituting processes to ensure timely identification of donations for the network. Key manufacturing product donors in fiscal year 2011 include Abbott Nutrition, Bimbo Bakeries, Campbell Soup Company, Coca-Cola North America, ConAgra Foods, The Clorox Company, Dannon, General Mills, Kellogg's, Kraft Foods, Nestlé USA, PepsiCo, P&G and US Foods.

Of particular note are donors whose contributions of protein are extremely valuable to help meet the need for distributing nutritious and healthy foods. These include Perdue Farms, Tyson Foods, Smithfield Foods and Cargill.

Additionally, innovative programs that provide full shelf life and new products to the network through creative packaging initiatives are being piloted by Land O' Lakes, Kellogg's and Del Monte. These initiatives hold promise for providing significantly more food to those struggling with hunger as they are expanded to more facilities supporting more network members. United Egg Producers and the American Egg Farmers continued their national campaign that connected their many members with food banks and donated more than 11 million eggs during fiscal year 2011, providing fresh, wholesome protein to clients during the Easter season.

Food Manufacturing Channel Expansion

Although the food bank movement has been robustly supported by national manufacturers, there are nearly 11,000 local food manufacturers that could contribute as much as 700 million pounds of food a year to food insecure clients. Based on information compiled by Bridgespan Strategy Group and Feeding America, of the 700 million pounds potentially available, 275 million are deemed nutritious. Food banks around the country have the potential to capture these millions of pounds of donated food from local manufacturers. By adding local food sourcing staff to help cultivate local and regional relationships with these companies, food banks can positively influence a greater variety and broader mix of donated products. Feeding America aims to capture those 275 million pounds of nutritious donated food from local manufacturers by providing food sourcing staff to local communities and developing a Food Sourcing Institute to help train local food sourcing staff. Generous gifts in fiscal year 2011 from an anonymous foundation donor and Idol Gives Back Foundation allowed Feeding America to distribute member grants to the network to hire a product sourcing staff member for their local food sourcing

efforts. These individuals are charged with identifying new sources of donated food and increasing donations made by local and regional food manufacturers.

275 million

pounds of nutritious donated food.

On average, food banks that have a dedicated food sourcing staff position secure three times the amount of food as those without this position. For food banks, product food sourcing in their own community is one of the most powerful and reliable ways to increase food distribution to more people as well as raise awareness on a local level about hunger. Moreover, the cost of bringing this excess food into the food bank system is sustainable over time. Because our food banks recover a minimal handling fee from charitable agencies that use our food distribution system, the cost of finding and transporting this food can be done on a breakeven basis within two years.

The creation of a Food Sourcing Institute will ensure that new food sourcing staff members have the training and the required tools and resources to be successful. The training will occur at the national office and regionally at member food banks, and will instill best practices in food sourcing, provide resources for enhancing partnerships with local food manufacturers, and offer valuable opportunities to network with functional experts in these areas. Participants are also able to access free online courses and can receive certification after completing three tiers of courses and homework.

DISASTER RELIEF

A string of deadly tornados and historic flooding swept throughout the United States in fiscal year 2011, killing hundreds and leaving thousands of people homeless. Thanks to generous donations from Feeding America's corporate and foundation partners, and individual donors, the network provided 7.7 million pounds of food and grocery products, the equivalent of 256 truckloads, to affected communities across 11 states. In addition, more than $700,000 was contributed to support Feeding America's disaster relief efforts.

Feeding America is pleased to recognize its 2011 Disaster Relief Campaign Partners:

Abbott Fund
Allstate Insurance Foundation
Americares
Bruce Foods
C&S Wholesale Grocers
Campbell Soup Company
The Clorox Company
The Coca-Cola Company
ConAgra Foods
The Dannon Company
Fidelity Investments Charitable Gift Fund
Ford Motor Company
General Mills Foundation
The Giroski Foundation
Heinz North America
Hormel Foods
Johnson & Johnson
Kellogg's Corporate Citizenship Fund
Kimberly-Clark Corporation
Kraft Foods
The Kroger Co.
Mars
Mariposa Foundation, Inc.
Nestlé Nutrition
Pacific Natural Foods
The Pampered Chef
PepsiCo
Procter & Gamble
SeaShare
Smithfield Foods
Sun Products
Unilever
Welch's

Fundraising Progress

The Campaign for a Hunger-Free America is a collaborative five-year initiative that will provide funding for network-wide strategic priorities, such as sourcing and distributing more nutritious food more efficiently, broadening our programs to feed children and seniors, and helping more hungry Americans access government nutrition programs.

Additionally, the $500 million campaign will enhance fundraising capacity for network members. As of June 30, 2011, more than $226 million has been committed, which is 45 percent of the goal. National office fundraising in fiscal year 2011 reached $98 million, providing $33 million in grants to members—a record increase of 35 percent over fiscal year 2010.

In addition to raising funds, the combined outreach of Feeding America's online and offline Direct Marketing initiatives generated approximately 27 million impressions to promote hunger awareness. Noteworthy gains were made in the number of people actively engaged in the mission as demonstrated by a 3 percent increase in the number of new donors acquired or renewing their support.

Despite a challenging economic climate where the majority of organizations in the industry continued to experience revenue declines, Feeding America was able to counter the trend by increasing Direct Marketing gross-revenue dollars by 5 percent. More than $25 million was raised for unrestricted purposes. In addition, fundraising costs were contained below minimum watchdog standards at an estimated $.28 cost-per-dollar-raised after allocation.

$226 million
has been committed.

The overarching goal for Direct Marketing in fiscal year 2012 is to increase our active donor base to 500,000 by fiscal year end 2015. Reaching that goal in three years will require new donor growth in fiscal year 2012, as well as increased effectiveness in retaining donors. To drive the necessary revenue growth over the next three years and beyond, Feeding America will diversify its acquisition strategy and optimize programs that create sustainable revenue. Another focus for the Direct Marketing program is increased collaboration with other Feeding America teams and departments to mobilize the public through mutually beneficial initiatives, which increase friends and funds for the organization.

ADVOCACY & AWARENESS

Feeding America and its member food banks are leading the fight against hunger through expanded efforts to engage the public and private sectors in our mission and to raise awareness of this important issue.

Government and charity are both necessary if we are going to end hunger in America. Feeding America helped to bring about the passage of a historic child nutrition bill in 2010—the largest investment in federal child nutrition programs since their inception—which will make it easier for low-income children to get the regular meals they need, especially when school is out. With the help of our network members and the public, our policy and advocacy efforts have helped maintain strong funding levels for nutrition and hunger-relief programs and prevented harmful changes to critical Federal nutrition programs.

Public Policy and Advocacy

Hunger is too large of a problem for charity alone to solve. A vibrant anti-hunger charitable sector is essential because many hungry people do not qualify for Federal programs. Federal nutrition and hunger-relief programs like the Supplemental Nutrition Assistance Program (SNAP), the Emergency Food and Assistance Program (TEFAP), Commodity Supplemental Food Program (CSFP), and our school lunch and other child nutrition programs provide a comprehensive safety net for families, children, disabled individuals and seniors facing hunger. With continued high unemployment and underemployment, rising food and gas prices coupled with cuts to federal, state and local programs serving low-income people, struggling families are facing a perfect storm of pressures and federal hunger-relief programs are more important than ever. While we agree it is necessary to get our government's budget under control, we also believe it is possible to do so without hurting nutrition programs that feed hungry people.

$4.5 billion

in new investments in child nutrition programs.

Messages in national media outlets, including CQ Today *and* Roll Call, *helped us communicate the benefits of the Child Nutrition Reauthorization Bill, ultimately passed by Congress.*

In December of 2010, Feeding America helped secure passage of the landmark Child Nutrition Reauthorization bill, which contained $4.5 billion in new investments in child nutrition programs. Since that time, we have worked to protect key federal nutrition and hunger-relief programs from significant budget cuts and harmful structural changes. Our key strategies include educating policy makers, opinion leaders and the media about the extent of hunger and the importance of federal programs in states and communities across the nation, and clearing up misconceptions about hunger-relief programs. Through direct lobbying in Washington, D.C. and back home, grassroots mobilization, national and local coalition building, client stories and aggressive earned media outreach, we were able to effectively tell the story about food insecurity in America and prevent budget cuts that would have reduced benefits or eligibility for struggling, low-income Americans.

Recognizing that advocacy will continue to be critical to our ability to fight hunger, Feeding America has focused on building our advocacy capacity, online and across our network. As of the end of fiscal year 2011, we have recruited and engaged 100,000 hunger advocates to send strong messages to Congress, and with support from Tyson Foods we have begun to develop a "champions" program to mobilize and recognize our most committed activists.

Partnerships have also been integral to our advocacy success. In addition to working with our business, faith and anti-hunger allies, we have focused on developing and leveraging new relationships with seniors' organizations, public health organizations, children's groups, agriculture interests, diversity groups and state policy NGOs.

SNAP Outreach

Feeding America understands that government assistance programs like the Supplemental Nutrition Assistance Program (SNAP, formerly the Food Stamp Program) is traditionally a first line of defense for those in need of food assistance. However, the participation rate of eligible Americans remains low, and the program's budget is on the verge of being cut by Congress. Feeding America plays an important role in advocating for SNAP benefits and helping clients in need of assistance apply for and receive crucial SNAP benefits for themselves and their families. In fiscal year 2011, Feeding America's national office provided substantial help to network members seeking to start, operate and expand their SNAP Outreach programs.

Feeding America's *Hunger in America 2010* research study found that one in three Latino children in America received emergency food assistance from the Feeding America network. This research also found that Latino households are significantly less likely to utilize SNAP benefits. In response to this research, the ConAgra Foods Foundation is generously supporting Feeding America in piloting an initiative to increase SNAP participation among Latino households by working with selected food banks, local community partners and volunteers to raise awareness of SNAP and provide application assistance to Latino families in their own communities.

Thanks to a generous gift from Chicago Tribune Charities - Holiday Campaign, a Fund of the McCormick Foundation, Feeding America provided grants and technical support to the Greater Chicago Food Depository and Northern Illinois Food Bank to empower them to help their clients connect to longer term assistance through SNAP.

Additional SNAP program enhancements include:

- The creation of the SNAP Calculator to help food banks demonstrate the impact of their outreach programs;
- The establishment of the SNAP Toolkit Advisory Board, comprised of Feeding America member food banks, to capture and formalize best practices for food banks interested in starting or refreshing their SNAP outreach programs;
- The development of the SNAP Toolkit in book-based and online iterations to disseminate the work of the Advisory Board;
- The education of anti-hunger advocates about SNAP at the 2011 Anti-Hunger Policy Conference;
- The creation of a monthly SNAP-Outreach e-newsletter, as well as online SNAP discussion boards to share information and best practices; and
- The development of a monthly SNAP Outreach Webinar series offered to network members each month to address SNAP-related programming and policy topics, with presenters recruited from food banks, state associations and the USDA-FNS (Food and Nutrition Service).

Brand Awareness

Hunger is an often ignored crisis, because it is an invisible problem in our society. Many Americans simply do not realize that hunger affects people in their own communities. Through its advocacy and brand-building efforts, and with the support of partners such as The Lincy Foundation and the Ad Council, Feeding America is creating a national movement and sense of urgency surrounding the issue of hunger, encouraging better government feeding programs and inspiring individuals to help raise awareness and take action.

The Feeding America Public Service Announcement (PSA) campaign has earned more than $40 million in donated media annually. The newly launched "Real Stories" campaign featuring celebrities portraying the stories of real Feeding America Clients was ranked No. 1 earning donated media campaign among all of the Ad Council's 57 current campaigns during the first quarter of 2011. Media placement in top outlets such as *USA Today*, CNN, *The New York Times*, *The Washington Post*, *Latino Magazine*, *The Huffington Post*, Lou Dobbs, *The Los Angeles Times*, ABC News, NPR, and Reuters helped garner more than 6 billion media impressions on behalf of Feeding America and its member food banks. Feeding America also was the beneficiary of several prestigious cause marketing campaigns. The combination of these marketing efforts has resulted in growing the general public's brand awareness of Feeding America in 2010 to 29 percent, a significant increase from 21 percent the year prior.

Cause Marketing

Feeding America's cause marketing programs support the mission to raise awareness and engage the public in the fight against hunger and provide broad consumer awareness about the increased need for hunger relief. Cause marketing campaigns also are responsible for generating nationally, high-value earned media impressions and supported by fully integrated paid media.

Cause marketing campaign highlights include:

- The largest campaign to date, the *Kraft Huddle to Fight Hunger*, culminated in a college bowl game, which was broadcast on ESPN January 8, 2011, which reached a potential audience of 8.3 million and provided the cash equivalent of 25 million meals to Feeding America. Many of Kraft's iconic brands participated in the campaign with on-pack advertising, in-store displays and print ads in magazines.

- The Pampered Chef, Feeding America's longest cause-marketing partner, celebrated 20 years of supporting hunger relief in fiscal year 2011. The Pampered Chef has contributed a total of $19 million to Feeding America since 1991. The company has helped those struggling with hunger through its *Round-Up from the Heart* program, which generates funds through the sale of a limited edition Round-Up from the Heart item and consumer "round ups," by which Cooking Show guests are encouraged to round up their orders to the next dollar or more to benefit local food banks. The program is truly unique in that it is a national program, which also has significant local impact. Nearly all of Feeding America's 202 network members received support from The Pampered Chef's Round-Up from the Heart campaign in fiscal year 2011.

The Pampered Chef®

- The Child Hunger Ends Here cause marketing campaign that launched in spring 2011 brought together some of ConAgra Foods' best known brands as part of the largest cause marketing program in the company's history. Supported by on-packag promotional messaging, online and social media, advertising and a media partnership with NBC, this comprehensive campaign engaged consumers, retailers and ConAgra Foods' employees in the fight against child hunger. In particular, the 30-minute TV special, "Child Hunger Ends Here: A Special Report," hosted by Al Roker and Natalie Morales from NBC's "Today Show" helped to raise public awareness that nearly one in four children in the U.S. struggle with hunger (USDA 2009). As Feeding America's leadership partner in the fight to end child hunger, ConAgra Foods has donated more than $36 million and 275 million pounds since 1993.

- Feeding America's relationship with the hit television series "The Biggest Loser" continued in fiscal year 2011, with segments featuring talk-show host and celebrity chef Rachael Ray and pop music star Nick Lachey, promoting Feeding America through the show's Pound For Pound Challenge. The General Mills-sponsored campaign continued to raise millions of pounds of food for the Feeding America network, as the national prime-time television exposure took public awareness to new heights.

Feeding America's Celebrity Support

The past year brought exciting additions to Feeding America's Entertainment Council, which continues to serve as a valuable instrument in elevating the public profile of Feeding America and the broader issue of domestic hunger. The Entertainment Outreach team increased the Feeding America presence in the emerging social media landscape, with celebrity Tweets, Facebook and blog postings—all relating the vital work being done around the nation on behalf of those struggling with hunger. Social media postings about disaster relief following the devastating 2011 springtime tornadoes in the South and Midwest, and around the important *Map The Meal Gap* data findings, reached well over 7 million Twitter followers.

In its 19th year, the annual *Stamp Out Hunger Food Drive*, a partnership with the National Association of Letter Carriers, collected 70.6 million pounds of food donations from households across the country for a cumulative total of 1.1 billion pounds of food. Feeding America is grateful to the letter carriers who carried the food on their routes and to families everywhere who contributed from their own pantries. The food drive also garnered the largest number of media impressions for a single campaign in Feeding America history.

Led by new Entertainment Council member Nick Cannon, *Stamp Out Hunger* garnered more than 320 million media impressions. In addition to appearing in print, radio and TV public service announcements, Cannon wrote a blog piece for *The Huffington Post*, an emotional account of his own childhood experiences with hunger, and his wish for his children to grow up in a country "where people care about their neighbors." Cannon and his wife pop music superstar Mariah Carey also Tweeted about Stamp Out Hunger, reaching an additional 19 million followers.

2011 FEEDING AMERICA ENTERTAINMENT COUNCIL

Ben Affleck
Actor

Laila Ali
Boxer/TV Personality

Jennifer Aniston
Actress

David Arquette
Actor/Producer

Mario Batali
Chef

Bernard Berrian
NFL Star—Minnesota Vikings

Monica Brown
Musician

Nick Cannon
Multi-Faceted Entertainer

Curtis Conway
Former NFL Star

Gabriele Corcos
Chef/TV Personality

Courteney Cox
Actress

Marcia Cross
Actress

Sheryl Crow
Musician

Matt Damon
Actor

Spencer Day
Musician

Laura Dern
Actress

Taye Diggs
Actor

Rocco Dispirito
Chef/TV Personality

Shepard Fairey
Artist

Diane Farr
Actress

Marc Forgione
Chef/TV Personality

Sara Gore
Chef/TV Host

Josh Groban
Musician

Scott Hamilton
Olympic Champion

Ben Harper
Musician

Samantha Harris
TV Personality

Jimmy Jean-Louis
Actor

Dhani Jones
NFL Star—Cincinnati Bengals

Ellie Krieger
Chef/TV Personality

Nick Lachey
Musician/TV Personality

Ali Larter
Actress

Derrick Lee
MLB Star—Chicago Cubs

Katie Lee
Celebrity Chef

Kimberley Locke
Musician

Ludacris (Chris Bridges)
Musician/Actor

Benji and Joel Madden
Musicians

Debi Mazar
Actress/TV Personality

Katharine Mcphee
Musician/TV Personality

Onerepublic
Musicians/Band

Tyler Perry
Actor/Producer

Rachael Ray
TV Host

Sanya Richards
Olympic Champion

Aaron Ross
NFL Star—New York Giants

Jay Sean
Musician

Adam Shankman
Producer/Director

Kate Shindle
Broadway Actress

Curtis Stone
Chef/TV Personality

Alison Sweeney
Actress/TV Host

Phil Vassar
Country Artist

Jesse Williams
Actor

Kimberly Williams-Paisley
Actress

Scott Wolf
Actor

INNOVATION

From its roots in soup kitchens and storage warehouses, the field of hunger relief has evolved greatly since the early 1960s. Today, food banks are providing an array of programs and services that help clients not only meet their immediate need for food, but assist them on their path to self-sufficiency. Through comprehensive research, public and private partnerships, and innovative programs, the Feeding America Network is positioned at the forefront of domestic hunger relief.

To meet the growing need for food assistance, Feeding America is looking ahead to anticipate how to best meet the challenges of the rising tide of domestic hunger. As more and more people find themselves in need of food assistance, Feeding America and its network members must be prepared to serve that need and minimize the chance that any American goes hungry.

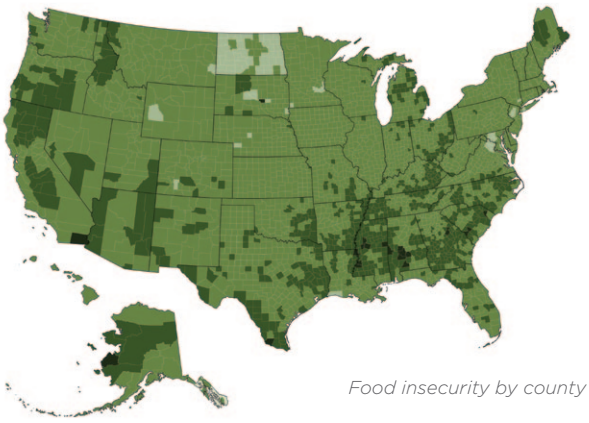
Map the Meal Gap

In order to address the problem of hunger in America, we must first understand where it exists. Feeding America conducted two critical studies to examine the nation's food insecurity at the community level.

Map the Meal Gap: Child Food Insecurity 2011 revealed that children are struggling with hunger in every county and congressional district in America. This study is a groundbreaking tool because it provides critical information for developing effective strategies to alleviate child hunger. The research was supported by the ConAgra Foods Foundation with the goal of advancing the collective understanding of child hunger in America, so that resources can be better leveraged nationally and locally to help children and their families in need.

MAP THE MEAL GAP

This research is based on the important *Map the Meal Gap 2011: Food Insecurity Estimates at the County Level* research, released in March 2011, which generated



Food insecurity by county

community-level data that estimated country-level food insecurity by income categories and an estimate of the food budget shortfall that food insecure individuals report they experience. This critical research was made possible by generous donations from The Howard G. Buffett Foundation and Nielsen.

Fresh Produce Initiative

Feeding America has identified that sourcing and distributing more fresh produce represents the single largest food opportunity remaining for the network and has established a goal of sourcing a total of one billion pounds of fresh produce by 2015. Generous gifts from The Lincy Foundation, Idol Gives Back Foundation, Morgan Stanley Foundation and Nationwide Insurance Foundation helped Feeding America embark on an actionable plan in concert with its members to develop and implement a collaborative local fresh produce movement. Thanks to an extraordinary gift from Linda and Keith Monda, Feeding America held its first *Fresh Produce Appreciative Inquiry Gathering* in May 2011. The purpose of the gathering was to develop models that will best serve agency partners and clients, help define network alignment and strategy, and fuel the produce initiative. The three-day gathering attracted 250 key stakeholders to discuss operations, fundraising, agencies and programs, and the support needed to gain momentum for sourcing and distributing large quantities of produce. Participants developed more than two dozen prototype ideas, 15 of which are being assessed for further development into realistic solutions for the network to reach the produce distribution goal.

3.3 million

pounds of produce.

As part of the fresh produce strategy, Feeding America deployed its first regional produce solicitor in New York. The regional solicitor position is designed to source local produce in excess in produce rich regions, reducing transportation and product costs for the network. Within the first 10 months, the first solicitor sourced 3.3 million pounds of produce. Due to the initial success of this program, Feeding America has plans to add additional regional sourcing staff dedicated to fresh produce.

Athena Technology Program

Feeding America's capacity to safely and efficiently move food and resources to every county in America is a major strategic competency in the fight against hunger. Therefore, technology—as a key enabler for nearly all core business functions within the Feeding America network—has emerged as an important component of the strategic plan and a significant funding priority of *The Campaign for a Hunger-Free America*. Feeding America advanced its work on its five-year technology transformation to a common technology platform, helped by gifts from The Anschutz Foundation, Cisco and PepsiCo. Twenty-three food banks are running the new technology infrastructure and 20 more are scheduled to begin implementation in fiscal year 2012.

CONCLUSION

In fiscal year 2011, Feeding America made a strategic decision to focus its greatest efforts on the following priorities: sourcing more food, raising more funds, increasing awareness, building network capacity, and advocating on behalf of America's hungry.

The Feeding America network continues to meet the challenge of providing emergency food relief for millions of Americans at risk of hunger each year. In order to do so effectively, Feeding America relies on the compassion and commitment of countless volunteers; the advocacy efforts of those who give a voice to the hungry every day; the dedication and leadership of network members and national office staff, and the extraordinary generosity of our corporate, foundation and individual donors. Collectively, we believe that every man, woman and child in America has a right to access nutritious food.

Feeding America thanks its countless supporters for their remarkable dedication and commitment to helping the organization carry out its mission, and provide hope to millions of Americans and to change the trajectory of hunger in this country.

2011 HONOR ROLL OF DONORS

In a year of unprecedented need for hunger relief, countless corporations, foundations and individuals gave generously of their time, funds, and food and grocery products to help provide emergency food assistance to more than 37 million Americans in fiscal year 2011.

On behalf of the families and individuals who benefited from their support, Feeding America is proud to thank and recognize the extraordinary individuals and organizations which are making a real difference in the lives of others and who are committed partners in creating a hunger-free America.

Leadership Partners

From July 1, 2006 to June 30, 2011, Leadership Partners have made significant philanthropic investments, including aggregate contributions or commitments of $10 million or more, donations of 100 million pounds or more of food and grocery products to Feeding America, or gifts of funds, food and grocery product at this level.

IDOL GIVES BACK FOUNDATION

Simon Fuller, Creator of American Idol,
President, Idol Gives Back Foundation

The Idol Gives Back Foundation is a proud supporter of Feeding America and *The Campaign for a Hunger-Free America*. Through the Feeding America network, the Idol Gives Back Foundation is able to use the power of American Idol and the entertainment industry to truly affect change and bring hope to the poorest and most vulnerable among us. We are committed to a vision of a hunger-free America and know that in partnership with Feeding America we are offering vital assistance to individuals in need in communities across the nation.

CONAGRA FOODS AND CONAGRA FOODS FOUNDATION

Gary Rodkin, Chief Executive Officer

More than 16 million children in our country are food insecure, and the *Map the Meal Gap* project shows that these children live in every county across the nation. Hunger exists in our own backyards, and it is our collective responsibility to make sure *Child Hunger Ends Here*. We are Feeding America's leadership partner in the fight against child hunger, and we know we can't end it alone. We are building a community of people who are passionate about ensuring all children have the nourishment they need to flourish.

FOOD LION

Cathy Green Burns, President of Food Lion

Every day, families across our country struggle to put food on the table. At Food Lion, we are strongly committed to helping eliminate hunger in our communities. Feeding America is an exceptional champion of this cause, and we strongly support its mission. Food Lion proudly sponsors more than 41 Feeding America-affiliated food banks and agencies throughout the East Coast. Together, we are making a difference in the fight against hunger and will continue to serve our communities with pride, with passion and with purpose.

GENERAL MILLS, INC.

Ken Powell, Chairman and Chief Executive Officer

Our role as a top contributor to Feeding America reflects not only our own dedication to fighting hunger, but also our confidence in the organization's ability to make an impact on people's lives every day.

Leadership Partners

KELLOGG COMPANY

John Bryant, President and Chief Executive Officer

Feeding America is the single largest recipient of charitable donations from our company. This partnership has endured for three decades because the outstanding work of Feeding America and its nationwide network of food banks is aligned with our commitment to improving health and nutrition.

KRAFT FOODS AND KRAFT FOODS FOUNDATION

Irene B. Rosenfeld, Chairman and Chief Executive Officer

As America's largest food company, we know it can be a challenge for Americans to put nutritious, balanced meals on the table. We've partnered with Feeding America for nearly 30 years to help our neighbors in need. We're proud of initiatives such as the Kraft Foods Mobile Pantry program, which delivers fresh produce and meal-time staples to high-need neighborhoods, and "Huddle to Fight Hunger," which inspires communities across the country to get involved in the cause. Together, we're making a real difference in the fight against hunger.

THE KROGER CO.

David B. Dillon, Chairman and Chief Executive Officer

As long as people in the communities we serve struggle with food insecurity, The Kroger Co.'s family of stores will remain committed—along with Feeding America—to fighting hunger. In 2011, through our significant donations of food and funds to more than 80 local food banks across the country, Kroger provided the equivalent of 125 million meals to assist our hungry neighbors. The leadership of Feeding America and its network of local food bank affiliates is key to making this possible. We are grateful for our 30-year partnership in this effort.

THE LINCY FOUNDATION

Lindy Schumacher

The Lincy Foundation believes that it is important for children, seniors and families to have consistent access to nutritious food. The Lincy Foundation is pleased to support Feeding America and to contribute to the efforts of its more than 200 network members, who are helping to eradicate hunger in their local communities.

NESTLÉ USA

Brad Alford, Chairman and Chief Executive Officer

Our partnership with Feeding America helps Nestlé bring Good Food, Good Life to the communities where we live and work. Since 1990, Nestlé has donated more than 250 million pounds of food and beverages to food banks nationwide. This is a source of tremendous pride for all of our employees as we help those who need it most.

Leadership Partners

PEPSICO

Timothy Russell, Director, Community Affairs

For nearly three decades, the strong partnership between PepsiCo and Feeding America has made a difference in the lives of individuals and families across the country who look to their local soup kitchens or food banks during tough times. All of us at Quaker, Tropicana, Frito-Lay, Pepsi, Gatorade and other PepsiCo brands are proud to support local communities and invest in the collective health of our neighbors and our planet. Together with Feeding America, we turn compassion into action every day.

PROCTER & GAMBLE

Bob McDonald, Chairman of the Board,
President and Chief Executive Officer

P&G's Purpose is to touch and improve people's everyday lives. We work to make our Purpose pervasive in all we do—in our brands and services, in our business growth and in our social investments. By partnering with Feeding America to invest in child hunger initiatives and through product donations, we are improving everyday life for families in need throughout the U.S.

THE STARR FOUNDATION

Florence Davis, President

SUPERVALU

Craig Herkert, President and Chief Executive Officer

As 'America's Neighborhood Grocer,' SUPERVALU is dedicated to supporting the communities in which it operates. We believe affecting positive change in the neighborhoods we serve is among our responsibilities as one of the nation's largest grocery companies. Our national partnership with Feeding America is one example of that commitment in action.

WALMART AND THE WALMART FOUNDATION

DeDe Priest, Senior Vice President, Walmart's Fresh Food Division

Now more than ever, it's time for us all to work together to help fight hunger in America. Feeding America is working on the front lines to help Americans who are facing hunger, and we're proud to partner with them to feed those in need.

Mission Partners

From July 1, 2006 to June 30, 2011, Mission Partners have made generous, aggregate contributions or commitments of $2 million or more, donations of 20 million pounds or more of food and grocery product, or gifts of funds, food and grocery product at this level.

Ameriprise Financial
Bank of America
BIG LOTS!
C&S Wholesale Grocers
Campbell's
Cargill
CHASE
The Cheesecake Factory
THE CLOROX COMPANY
Coca-Cola
DANIELS FUND
Dean FOODS
Google
The Google Inc. Charitable Giving Fund of Tides Foundation
THE KRESGE FOUNDATION
macy's
MARS incorporated
Morgan Stanley
Nationwide Insurance Foundation
nielsen
The Pampered Chef
PERDUE
SAFEWAY
Good things come from Sysco
TARGET
Tyson
Unilever
US FOODS
VALERO
Walgreens There's a way
Winn-Dixie

Supporting Partners

Feeding America's Supporting Partners are recognized for their generous financial support of Feeding America's mission to create a hunger-free America. From July 1, 2010 to June 30, 2011, the following organizations have made **finanical contributions of $100,000 or more** to advance the fight against hunger through a variety of programs, including child feeding programs, produce procurement, retail sales pick up, mobile pantries, and hunger advocacy programs at the local and federal levels. Supporting Partners also include manufacturers and retailers that have **contributed one million pounds or more of food and grocery products, or fresh produce** to Feeding America during this time period.

FINANCIAL

AARP Foundation
Acosta Sales & Marketing
Allstate Foundation
American Express
Ameriprise Financial
Anonymous (1)
Automatic Data Processing Foundation
Bank of America Charitable Foundation
C&S Wholesale Grocers
Cargill
The Cheesecake Factory, Incorporated
Church & Dwight Co.
Cisco Foundation
ConAgra Foods and ConAgra Foods Foundation
The Dannon Company
Dr. Pepper Snapple Group
Food Lion
Ford Motor Company
Gap Foundation
General Mills, Inc.
Idol Gives Back Foundation
The J.M. Smucker Company
Kellogg's Corporate Citizenship Fund
Kimberly-Clark
Kraft Foods and Kraft Foods Foundation
The Kroger Co.
The Lincy Foundation
Macy's, Inc.
Mars, Inc.
Merck Foundation
Milk Processor Education Program (MilkPEP)
Nationwide Insurance Foundation
Nestlé Prepared Foods Company, part of Nestlé USA
Newman's Own Foundation
Newman's Own, Inc.
Obama for America
Ogilvy Public Relations Worldwide
The P&G Fund of The Greater Cincinnati Foundation
The Pampered Chef, Ltd.
Performance Food Group
PricewaterhouseCoopers Charitable Foundation, Inc.
Procter & Gamble
Promo Depot/Matchpoint Marketing
Ronald McDonald House Charities
Ruby Tuesday
Subway Franchisee Advertising Fund Trust
Target
T.G.I. Friday's
Thrivent Financial for Lutherans
The Tides Foundation
TracFone
Tyson Foods, Inc.
Unilever and Unilever United States Foundation, Inc.
United Airlines Foundation
Valero Energy Corporation
Walgreens
Walmart
The Western Union Foundation
The Yum-o! Organization

FOOD AND GROCERY PRODUCTS

Abbott Nutrition
Albertsons, LLC
AmeriCares
Big Lots
Bimbo Bakeries USA
Bush Brothers & Company
C&S Wholesale Grocers
Campbell Soup Company
The Church of Jesus Christ of Latter-day Saints
Cargill
The Clorox Company
Coca-Cola North America
ConAgra Foods
Costco Wholesale Corporation
Cott Corporation
CVS Pharmacy - CVS/Caremark
The Dannon Company, Inc.
Dean Foods Company
Del Monte Food Company
Dr. Pepper Snapple Group
DS Waters
FEMA
Flowers Baking Company
Food Lion
General Mills, Inc.
Harris Teeter
Heinz North America
The J.M. Smucker Company
J.R. Simplot Company
Kellogg Company
Kimberly-Clark Corporation
Kraft Foods and Kraft Foods Foundation
The Kroger Co.
Land O'Lakes
Mars, Inc.
McKee Foods Corporation
Malt-O-Meal Company
Nestlé USA
Nutrisystem
Pacific Foods of Oregon, Inc.
PepsiCo
Perdue Farms, Inc.
Pinnacle Foods
Procter & Gamble
Publix
Ralcorp Holdings, Inc.
Safeway Stores, Inc.
Sam's Club
Sara Lee Foods
Smithfield Foods
SuperValu
SYSCO Corporation
Target
Trader Joe's
Tyson Foods, Inc.
US Foods
UNFI
Unilever
Walgreens
Walmart
White Wave Foods
Whole Foods Market
Winn-Dixie

PRODUCE

Wayne E. Bailey Produce Company, Inc.
Bushmans, Inc.
Cabbage, Inc.
California Association of Food Banks
Chiquita Brands International, Inc.
Columbia Fresh Produce Sales
Del Monte Fresh Produce
Healds Valley Farms, Ltd.
Mountain King Potatoes
P and K Services, LLC
Szawlowski Potato Farms, Inc.
Society of St. Andrew
Texas Food Bank Network
Wada Farms Marketing Group
Watermelons Unlimited
Western Veg-Produce, Inc.
Wilk Farms

Partners

Feeding America's Partners are recognized for their generous financial support of Feeding America's mission of fighting hunger. From July 1, 2010 to June 30, 2011, these **organizations have made cash contributions of $5,000-$99,999**, which helped to feed more than 37 million Americans in need last year.

$50,000-$99,999

Coca-Cola North America
Coinstar, Inc.
General Motors Foundation
Hallmark Global Services, Inc.
HMSHost Corporation
The Hunger Site / GreaterGood.org
Leaves of Grass Fund
Mercedes-Benz Financial USA LLC
1993 Irrevocable Trust of Bette D. Moorman
Nestlé Purina PetCare
Sara Lee Foundation
Seneca Foods Corporation
Syngenta
United Business Media LLC
Wellpoint Foundation

$25,000-$49,999

24 Hour Fitness
Brad Cecil & Associates
Chicago Tribune Charities - Holiday Campaign, A Fund of the McCormick Foundation
Clothes Off Our Back, Inc.
Edwin W. and Catherine M. Davis Foundation
Hilda & Preston Davis Foundation
DKC Public Relations, Communications, LLC
Emser Tile LLC
H-E-B
HMS
The Katzenberger Foundation
LA Foods
Lund Food Holdings, Inc.
The J. Willard and Alice S. Marriott Foundation
Marriott International, Inc.
MAZON: A Jewish Response to Hunger
NOW Health Group, Inc.
Oceanic Heritage Foundation
Olive Garden
One3Two, Inc.
SuperValu Inc.
Sur La Table
Taste Of The NFL
Tickets for Charity, LLC
Time, Inc.
Warren Administration Company

$10,000-$24,999

AbeTech
ADMI
Anonymous (1)
AutoWares, Inc.
Ball Corporation
Bank of America
Baxter Healthcare Corporation
BBVA Compass Foundation
Brown-Forman Corporation
Cafe Press
Caremark RX Inc.
Catholic Health Initiatives
Choptank Transport
Coborn's Inc.
Collette Vacations
Community Counseling Service Co., LLC
Devanlay US, Inc.
Drake Trading Group
Endo Pharmaceuticals
eSoftware Professionals
Fellowship Church of Berryhill
Fiserv
Freightquote.com
GATX Corporation
Gtech Corporation
The Gumbo Foundation
Hy-Vee Inc.
IFCO Systems
International Paper Foundation
Jimmie Johnson Foundation
L. W. Robbins Associates
Levy Restaurant Limited Partnership
LPA, Inc.
Marriner Marketing Communications
MediaVest
Merkle, Inc.
MGM Resorts
MissionFish
New York Letter Carriers Branch #36
Northern Trust
Oxford Industries
PepsiCo Foundation
RGK Foundation
Russ Reid Company
Shopkick, Inc.
Social Vibe, Inc.
SuperOne Foods - SuperValu
T.J. Maxx and Marshalls Companies
Talecris Biotherapeutics
The Clorox Company
The Trustmark Foundation
Theorem Inc.
TIAA-CREF
TisBest Charity Gift Cards
Wells Fargo Foundation

$5,000-$9,999

23K Studios
360I
Alpha Dog Marketing
Altria Client Services Inc.
Anderson Direct Marketing
Anonymous (1)
Argyle Productions Inc.
AutoTrader.com, Inc.
Avis Budget Charitable Foundation
BBDO
Beaconfire Consulting, Inc.
Bendett and McHugh, P.C.
Blackbaud
Blanton's Market
Capitol Indemnity Corporation
Cards for Causes
The CarMax Foundation
The Ceres Foundation, Inc.
Church at Pleasant Hills
CIGNA Foundation
Collision Industry Foundation
Community Church at Saddlebrooke
Conde Nast Publications
Credit Protection Association
Crispin, Porter, Bogusky
Culver's
Digital Assurance Certification, LLC
Domino's Pizza
DraftFCB
EMC Outdoor
Fifth Third Private Bank
Fremont Farms of Iowa, LLP
GCG Financial
Giroski Operating, LLC
GlaxoSmithKline
Green Mountain Coffee Roasters
Horizon Media
JWT
The Lawrence Foundation
Liberty Mutual Group
LM Acquisition, Inc.
Lockton Companies, LLC
Martin/Williams
McGarry Bowen
Morgan Stanley Smith Barney
Natixis Asset Management
Nova Copy
Ogilvy & Mather
Olympus
Quantum Health, Inc.
Redner's Warehouse Market of Levittown
RMT, Inc.
Robert W. Baird and Co. Incorporated
Rothstein Kass Foundation, Inc.
Shure Incorporated
SunTrust Bank
Tellabs Foundation
The Trull Foundation
Vanity Shop of Grand Forks, Inc
Voxware, Inc.
WebMD, LLC
Wilson Sonsini Goodrich & Rosati Foundation
Worldwide Flight Services
Zuckerman Spaeder LLP

The Society for a Hunger-Free America

The Society for a Hunger-Free America recognizes individuals and family foundations for their generous gifts and commitments in support of *The Campaign for a Hunger-Free America*. Their extraordinary contributions from July 1, 2010 to June 30, 2011 support a variety of initiatives and programs which allowed Feeding America to secure and distribute more than 3 billion pounds of food and grocery products in fiscal year 2011.

$1,000,000-$5,000,000

Anschutz Foundation
Howard G. Buffett Foundation
Jilot Family
Linda and Keith Monda
The David Tepper Charitable Foundation, Inc.

$100,000-$250,000

Anonymous (1)
Kris and Rob Johnson
Resnick Foundation
Dale and Kathleen Rosenbloom

$50,000-$99,999

1993 Irrevocable Trust of Bette D. Moorman
James Annenberg La Vea Charitable Foundation
Mariposa Foundation
Twenty-Seven Foundation

$25,000-$49,999

Anonymous (2)
The Victor and Christine Anthony Family Foundation
Donald S. Brown
Margaret and Jason Buckman
Jeanne W. Eisenstadt
Mary E. Liebman
Henry E. Niles Foundation
Brian J. Smith
Catherine T. and John R. Taylor
The Zantman Residual Trust

$20,000-$24,999

Anonymous (2)
Tiffany Calderon
Doris Christopher
John F. Cogan
Dr. Monique M. Regard
Sharma Family Foundation
The Wasily Family Foundation
The Windmill Foundation

$10,000-$19,999

James Albertelli
Anonymous (2)
Joyce C. Backhaus
The Bunting Family Foundation
Emily Burns-Higley
Ernie Caplanson
Margaret and Jack Caveney
Luisa Contreiras
Julie and Thomas Denison
Mark Everett
Carmer and Thomas Falgout
Richard L. Felsenthal
Daniel Florio
Pamela and Thomas Green
Heidi Lynch and Daniel Greenstone
Valerie W. Korth
Kunkel Family Foundation
Steven Laufer
Lew Leibowitz
Jennifer and Eric Leventhal
Carol and Michael Levine
Patricia Lonnon-Lewis and Paul Lewis
Corinne and Stephen Liberatore
Anne E. Marlotte
Karen Halverstadt Miller
Jo Ellen Moore
Harding Educational and Charitable Foundation
Richard and Stephanie Nathanson
Dr. Paul O'Neill
Angelo Paparella
George W. Pasha, IV
Phelan Family Foundation, Inc.
Harriet Rosenbloom
Michelle and Jeff Saye
Marlene and William Semple
Christina and Henry Shea
Margaret Anne Stavropoulos
Bonnie Thomson and Eugene Tillman
J. Tung
Roma Wehde
Wolfen Family Foundation
Johanna and Caleb Wright
Margaret Wu
Drs. Lerena and K.L. Yielding

$5,000-$9,999

Joseph and Sophia Abeles Foundation
Gerard Achtellik
Gary R. Adams
Mr. and Mrs. Gregory D. Adams
Dr. Sonya Woods Anderson
Anonymous (7)
Anna Mae Ardinger
Mr. John Bachmann
Michael Baker Foundation
Elizabeth S. Ballard
Pamala and Steven Barger
Christian Bastian
Betsy Bousfield
Noel Browne
Burlingame Foundation, in memory of John Burlingame
Joan Chow
Scott Christopher
Zachary Cohen
Kenneth A. Conner
Peggy Cox
Lou Ann Galibert and Edward Croen
Dancing Tides Foundation
Melissa Daniels
B. R. Das
Everette A. Deaver
Teresa and R.J. Devick
Samuel Domino
Mr. and Mrs. James K. Donnell
Thea Duell
Dr. Robert Folberg
Ronald Freeze
Richard Fried
E. Marianne Gabel
Jolanta Gal
Susan J. Garner
Janet Gibbs
Laurie Goldberg
Janet Goldman
Stephanie and Josh Goldstine
Gail Gorlitz
Marlena Graham-Russell
Dani Grant
Jeremy Green
Jeffery Hallett
Kathleen H. Hammond
Vero and Vance Haskett
Keith and Amy Heffernan
Michael Herman
Jennifer L. Highland
Charles C. Hogan
Jane and Peter Husinger
Reverand John Izral
Suzanne Jantzen
The Peter Jennings Foundation
Steven A. Kadish
Bernard Kastory
Mr. and Mrs. Robert Lea Kellogg
Jennifer Kemme
Mary Jane Kenny
Afsoon Khoshnevis
James Kibler
Janice Kiecolt-Glaser
Erich and Della Koenig Foundation
Sheryl Koenigsberg
Carol Tyrrell Kyle Foundation

The Society for a Hunger-Free America

Elaine and Charles Lansdown
Brian Larsen
Marta Jo Lawrence
John Andre LeDuc
Dr. Harlan Levine and Marshall Levine
Justine Lien
Abe Littenberg Foundation
Jill Lohrfink
Karen and Robert May
Brian Mazar
Cynthia McMahon
E. F. Merkert Foundation
Richard Mueller
Mary Noble
Eric Olsen
Eleanor Orberg
Joy O'Shaughnessy
Harvey Padden
Alice and Dr. Gary Pearl
Frank Dwyer Pierson
Morris A. Poehler
Peggy Pollock
Gary Randall
Linda and William Rankin
The Thomas J. Reinhart Foundation
Michael Riedel
Karyn Ritter
Helga and Paul Rose
Erica K. Rosenthal
James Rosenthal
Dr. and Mrs. Joseph Rossi
Susan and Jim Rothwell
Gus Rousonelos
Brian Sassi
Ruth and John Schaeffer
George Schlossnagle
Terry Scully
Mr. and Mrs. David M. Sherman
David Short
Stacey Shurgin
Dr. George Siber
Stephen and Heide Sims
Paula Rigg and Charles Smith
Steven Stellburg
Shirley Sullivan
The Haeyoung and Kevin Tang Foundation
David Taylor
Margaret Tse
Mr. and Mrs. Samuel Ulmer
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The following companies are recognized for their generous in-kind contributions to Feeding America from July 1, 2010 to June 30, 2011.

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van Hengel Society

The van Hengel Society, named in honor of John van Hengel, the founder of the modern food bank movement, honors individuals who make legacy gifts, including bequests and charitable gift annuities, in support of Feeding America.

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Feeding America deeply appreciates the generosity of the following individuals, family foundations and foundations, who have endowed funds to help support the fight to create a hunger-free America.

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The Dr. Sonya Woods Anderson Endowment Fund

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The Melinda Diane Genberg Fund

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The Alice S. Marriott Endowment Fund for the Prevention of Childhood Hunger

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The following corporations and foundations generously supported Feeding America with contributions of $5,000 or more from July 1, 2010 to June 30, 2011 through a workplace giving campaign, an empoyee matching gift program, or both.

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Nevada
McCarran, NV

Three Square Food Bank
Las Vegas, NV

City Harvest
New York, NY

Food Bank For New York City
New York, NY

Food Bank for Westchester
Millwood, NY

Food Bank of
Central New York
East Syracuse, NY

Food Bank of
the Southern Tier
Elmira, NY

Food Bank of
Western New York
Buffalo, NY

Foodlink, Inc.
Rochester, NY

Island Harvest
Mineola, NY

Long Island Cares, Inc.
Hauppauge, NY

Regional Food Bank
Northeastern New York
Latham, NY

Akron-Canton
Regional Foodbank
Akron, OH

Cleveland Foodbank, Inc.
Cleveland, OH

Freestore Foodbank
Cincinnati, OH

Mid-Ohio FoodBank
Grove City, OH

Second Harvest Food Bank
of North Central Ohio
Lorain, OH

Second Harvest Food Bank
of the Mahoning Valley
Youngstown, OH

Second Harvest Foodbank
of Clark, Champaign, &
Logan Counties
Springfield, OH

Shared Harvest Foodbank
Fairfield, OH

Southeastern Ohio Foodbank
Logan, OH

The Foodbank, Inc.
Dayton, OH

Toledo Northwestern
Ohio Food Bank
Toledo, OH

West Ohio Food Bank
Lima, OH

Community Food Bank
of Eastern Oklahoma
Tulsa, OK

Regional Food Bank
of Oklahoma
Oklahoma City, OK

Oregon Food Bank
Portland, OR

Network Members

St. Vincent DePaul Food Recovery Network
Portland, OR

Central Pennsylvania Food Bank
Harrisburg, PA

Channels Food Rescue
Harrisburg, PA

Community Food Warehouse of Mercer County
Sharon, PA

Greater Berks Food Bank
Reading, PA

Greater Pittsburgh Community Food Bank
Duquesne, PA

H & J Weinberg NE PA Regional Food Bank
Wilkes Barre, PA

Philabundance
Philadelphia, PA

Second Harvest Food Bank of Lehigh Valley and NE Pennsylvania
Allentown, PA

Second Harvest Food Bank of Northwest Pennsylvania
Erie, PA

Westmoreland County Food Bank
Delmont, PA

Banco de Alimentos de Puerto Rico
Bayamon, PR

Rhode Island Community Food Bank
Providence, RI

Harvest Hope Food Bank
Columbia, SC

Lowcountry Food Bank
Charleston, SC

Feeding South Dakota
Sioux Falls, SD

Chattanooga Area Food Bank
Chattanooga, TN

Mid-South Food Bank
Memphis, TN

Second Harvest Food Bank of East Tennessee
Knoxville, TN

Second Harvest Food Bank of Middle Tennessee
Nashville, TN

Second Harvest Food Bank of Northeast Tennessee
Gray, TN

Capital Area Food Bank of Texas, Inc.
Austin, TX

East Texas Food Bank
Tyler, TX

Food Bank of Corpus Christi
Corpus Christi, TX

Food Bank of the Golden Crescent
Victoria, TX

Food Bank of the Rio Grande Valley, Inc.
McAllen, TX

Food Bank of West Central Texas
Abilene, TX

High Plains Food Bank
Amarillo, TX

Houston Food Bank
Houston, TX

North Texas Food Bank
Dallas, TX

San Antonio Food Bank
San Antonio, TX

South Plains Food Bank
Lubbock, TX

South Texas Food Bank
Laredo, TX

Southeast Texas Food Bank
Beaumont, TX

Tarrant Area Food Bank
Ft. Worth, TX

West Texas Food Bank
Odessa, TX

Wichita Falls Area Food Bank
Wichita Falls, TX

Utah Food Bank
Salt Lake City, UT

Blue Ridge Area Food Bank, Inc.
Verona, VA

Central Virginia Food Bank
Richmond, VA

Feeding America Southwest Virginia
Salem, VA

Foodbank of Southeastern Virginia
Norfolk, VA

FoodBank of the Virginia Peninsula
Newport News, VA

Fredericksburg Area Food Bank
Fredericksburg, VA

Vermont Foodbank
Barre, VT

Food Lifeline
Shoreline, WA

Second Harvest Inland Northwest
Spokane, WA

Feeding America Eastern Wisconsin
Milwaukee, WI

Second Harvest Foodbank of Southern Wisconsin
Madison, WI

Huntington Area Food Bank, Inc.
Huntington, WV

Mountaineer Food Bank
Gassaway, WV

2011 FINANCIALS

Financial Statements

In fiscal year 2011, Feeding America had operating expenses of $1.2 billion, nearly all of which (97.4 percent) went to program activities designed to advance our mission and vision. The program expenses included $118 million in cash and $1.1 billion of in-kind contributions, with all but $796,000 being donated food and grocery products. Feeding America and its member food banks across the country distributed those items to Americans in need.

Feeding America distributed $33 million in grants to member food banks and agencies, which included 113 vehicles which were provided to network members to aid them in the distribution of food and grocery products. Additional grants to members provided assistance for the operation of important programs such as Kids Cafe, BackPack Program, Community Kitchen, SNAP and the Technology Initiative.

Feeding America's auditors have expressed an unqualified opinion on our financial statements. These financial statements include associated notes that are essential to understanding the information presented herein. To access the complete set of financial statements and notes, please visit http://feedingamerica.org/about-us/~/media/Files/financial/2011-audit.

Statement of Financial Position

As of June 30, 2011 and June 30, 2010

ASSETS

(in thousands)

CURRENT ASSETS	FY2011	FY2010
Cash	$ 11,304	$ 12,428
Short-term investments	5,931	5,797
Contributions receivable	16,448	11,600
Accounts and notes receivable	6,498	6,101
Other assets	502	717
TOTAL CURRENT ASSETS	40,683	36,643
Long-term investments	12,642	11,230
Contributions receivable, net	10,571	6,962
Notes receivable	1,315	1,399
Other assets	25	25
Furniture and equipment, net of accumulated depreciation of $1,966 and $1,448 in 2011 and 2010, respectively	2,003	1,863
TOTAL ASSETS	$ 67,239	$ 58,122

LIABILITIES AND NET ASSETS

(in thousands)

CURRENT LIABILITIES	FY2011	FY2010
Accounts payable and accrued expenses	$ 12,578	$ 9,656
Deferred revenue	312	645
Current portion of loan payable and other obligations	565	317
Current portion of leases payable	99	152
TOTAL CURRENT LIABILITIES	13,554	10,770
Loan payable	1,625	2,125
Leases payable	1,964	1,986
Other obligations	1,592	341
TOTAL LIABILITIES	18,735	15,222
NET ASSETS		
Unrestricted	15,172	17,054
Temporarily restricted	31,795	24,370
Permanently restricted	1,537	1,476
TOTAL NET ASSETS	48,504	42,900
TOTAL LIABILITIES AND NET ASSETS	$ 67,239	$ 58,122

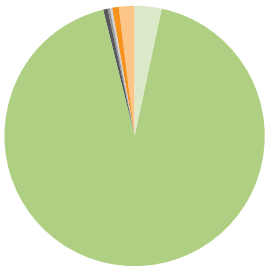
The full set of statements and notes is available at www.feedingamerica.org.
A printed copy may be obtained upon request.

Statement of Functional Expenses

Year ended June 30, 2011

	PROGRAM SERVICES		
	MEMBER SERVICES		
	MEMBER SERVICES	FOOD PROCUREMENT	TOTAL MEMBER SERVICES
Salaries	$ 3,893	3,377	7,270
Benefits and taxes	988	936	1,924
TOTAL SALARIES AND RELATED EXPENSES	4,881	4,313	9,194
Professional services and fees	3,076	381	3,457
Professional development	3	2	5
Supplies	87	50	137
Telecommunications	112	91	203
Publications and memberships	27	17	44
Advertising	7	20	27
Postage and shipping	14	7	21
Disaster purchases and transportation	—	898	898
Food sourcing and transportation	1,992	55,433	57,425
Occupancy	185	130	315
Insurance	15	10	25
Equipment and maintenance	306	29	335
Printing and production	116	48	164
Travel and business meetings	1,258	479	1,737
Special events	7	1	8
Software expense	131	7	138
Member grants	30,965	2,028	32,993
Miscellaneous	—	—	—
Depreciation	83	58	141
TOTAL EXPENSES BEFORE DONATED GOODS AND SERVICES	43,265	64,002	107,267
Donated goods and services	531	1,065,451	1,065,982
TOTAL	$ 43,796	1,129,453	1,173,249

PERCENT OF TOTAL EXPENSES



- Member Services 3.60%
- Food Procurement 92.91%
- Public Awareness and Education 0.49%
- Public Programs and Policy 0.32%
- Research and Analysis 0.09%
- Management and General 0.83%
- Fund Development 1.77%

	NON-MEMBER SERVICES				SUPPORTING SERVICES			(in thousands)
	PUBLIC AWARENESS AND EDUCATION	PUBLIC PROGRAMS AND POLICY	RESEARCH AND ANALYSIS	TOTAL PROGRAM SERVICES	MANAGEMENT AND GENERAL	FUND DEVELOPMENT	TOTAL SUPPORTING SERVICES	TOTAL EXPENSES
	$ 1,272	1,886	503	10,931	$ 5,037	4,758	9,795	$ 20,726
	253	440	111	2,728	1,273	1,107	2,380	5,108
	1,525	2,326	614	13,659	6,310	5,865	12,175	25,834
	1,786	454	300	5,997	1,785	3,946	5,731	11,728
	2	1	—	8	202	3	205	213
	15	30	6	188	110	80	190	378
	23	60	15	301	253	139	392	693
	7	84	1	136	73	46	119	255
	2,005	5	—	2,037	3	272	275	2,312
	3	19	1	44	28	3,460	3,488	3,532
	—	—	—	898	—	—	—	898
	3	—	—	57,428	—	—	—	57,428
	88	363	47	813	386	293	679	1,492
	7	4	2	38	30	24	54	92
	12	21	5	373	68	49	117	490
	210	224	16	614	40	6,537	6,577	7,191
	178	209	57	2,181	356	604	960	3,141
	2	4	1	15	26	10	36	51
	1	1	—	140	19	4	23	163
	—	—	—	32,993	—	—	—	32,993
	5	—	—	5	19	5	24	29
	40	23	14	218	170	130	300	518
	5,912	3,828	1,079	118,086	9,878	21,467	31,345	149,431
	10	4	1	1,065,997	241	7	248	1,066,245
	$ 5,922	3,832	1,080	1,184,083	$ 10,119	21,474	31,593	$ 1,215,676

The full set of statements and notes is available at www.feedingamerica.org.
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Statement of Activities

Years ended June 30, 2011 and June 30, 2010

OPERATING ACTIVITIES

Public Support and Revenue

	FY2011			
PUBLIC SUPPORT	**UNRESTRICTED**	**TEMPORARILY RESTRICTED**	**PERMANENTLY RESTRICTED**	**TOTAL**
Individual contributions	$ 30,683	7,777	—	$ 38,460
Corporate contributions	12,220	12,452	—	24,672
Foundations	14,391	686	—	15,077
Corporate promotions	15,035	3,526	—	18,561
TOTAL FUNDRAISING	72,329	24,441	—	96,770
Donated goods and services	1,066,245	—	—	1,066,245
TOTAL PUBLIC SUPPORT	1,138,574	24,441	—	1,163,015
REVENUE				
Member fees	2,375	—	—	2,375
Conference fees	1,155	—	—	1,155
Other revenue	1,003	—	—	1,003
Food procurement revenue	51,556	—	—	51,556
Investment income	176	—	—	176
Investment return designated for operations	698	—	—	698
Net assets released from restriction	17,211	(17,211)	—	—
TOTAL PUBLIC SUPPORT AND REVENUE	1,212,748	7,230	—	1,219,978
Expenses				
PROGRAM SERVICES				
Member services	43,796	—	—	43,796
Food procurement	1,129,453	—	—	1,129,453
Public awareness and education	5,922	—	—	5,922
Public programs and policy	3,832	—	—	3,832
Research and analysis	1,080	—	—	1,080
TOTAL PROGRAM SERVICES	1,184,083	—	—	1,184,083
SUPPORTING SERVICES				
Management and general	10,119	—	—	10,119
Fund development	21,474	—	—	21,474
TOTAL SUPPORTING SERVICES	31,593	—	—	31,593
TOTAL EXPENSES	1,215,676	—	—	1,215,676
INCREASE (DECREASE) IN NET ASSETS AS A RESULT OF OPERATIONS	(2,928)	7,230	—	4,302

NONOPERATING ACTIVITIES

Wills and bequests	681	—	—	681
Individual contributions	—	—	40	40
Investment return	1,135	216	—	1,351
Other	(72)	(21)	21	(72)
Investment return designated for operations	(698)	—	—	(698)
Loss on disposition of furniture and equipment	—	—	—	—
CHANGES IN NET ASSETS	(1,882)	7,425	61	5,604
NET ASSETS AT BEGINNING OF YEAR	17,054	24,370	1,476	42,900
NET ASSETS AT END OF YEAR	$ 15,172	31,795	1,537	$ 48,504

	FY2010		(in thousands)
UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
$ 25,082	202	—	$ 25,284
21,618	21,611	—	43,229
13,463	916	—	14,379
11,792	868	—	12,660
71,955	23,597	—	95,552
584,043	—	—	584,043
655,998	23,597	—	679,595
2,687	—	—	2,687
761	—	—	761
589	—	—	589
34,938	—	—	34,938
304	—	—	304
628	—	—	628
10,159	(10,159)	—	—
706,064	13,438	—	719,502
38,430	—	—	38,430
628,773	—	—	628,773
5,314	—	—	5,314
3,763	—	—	3,763
2,043	—	—	2,043
678,323	—	—	678,323
9,336	—	—	9,336
18,283	—	—	18,283
27,619	—	—	27,619
705,942	—	—	705,942
122	13,438	—	13,560
1,452	—	—	1,452
—	—	28	28
1,258	231	—	1,489
(80)	(193)	21	(252)
(628)	—	—	(628)
(2)	—	—	(2)
2,122	13,476	49	15,647
14,932	10,894	1,427	27,253
$ 17,054	24,370	1,476	$ 42,900

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Statement of Cash Flows

Years ended June 30, 2011 and June 30, 2010

CASH FLOWS FROM OPERATING ACTIVITIES

(in thousands)

	FY2011	FY2010
CHANGE IN NET ASSETS	$ 5,604	$ 15,647
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities		
Depreciation	518	554
Provision for uncollectible notes receivable	(2)	212
Deferred lease obligation	(75)	(71)
Net gain on investments	(1,133)	(1,339)
Net loss on disposition of furniture and equipment	—	2
Contributions designated for long-term investment	(721)	(1,480)
Changes in operating assets and liabilities:		
Contributions receivable	(8,457)	(17,770)
Accounts receivable and other assets	(120)	(2,194)
Accounts payable and accrued expenses	2,922	2,344
Deferred revenue	(333)	548
Other obligations	1,251	(214)
NET CASH USED IN OPERATING ACTIVITIES	$ (546)	$ (3,761)

CASH FLOWS FROM INVESTING ACTIVITIES

(in thousands)

	FY2011	FY2010
Purchase of investments	$ (24,145)	$ (19,061)
Sale or maturity of investments	23,732	29,928
Acquisition of furniture and equipment	(658)	(84)
Issuance of notes receivable to members	(1,168)	(2,469)
Notes receivable repayments	1,190	353
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES	$ (1,049)	$ 8,667

CASH FLOWS FROM FINANCING ACTIVITIES

(in thousands)

	FY2011	FY2010
Proceeds from issuance of loan payable	$ —	$ 2,500
Repayment of loan payable	(250)	(125)
Contributions designated for long-term investment	721	1,480
NET CASH PROVIDED BY FINANCING ACTIVITIES	471	3,855
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(1,124)	8,761
CASH AT BEGINNING OF YEAR	12,428	3,667
CASH AT END OF YEAR	$ 11,304	$ 12,428

The full set of statements and notes is available at www.feedingamerica.org.
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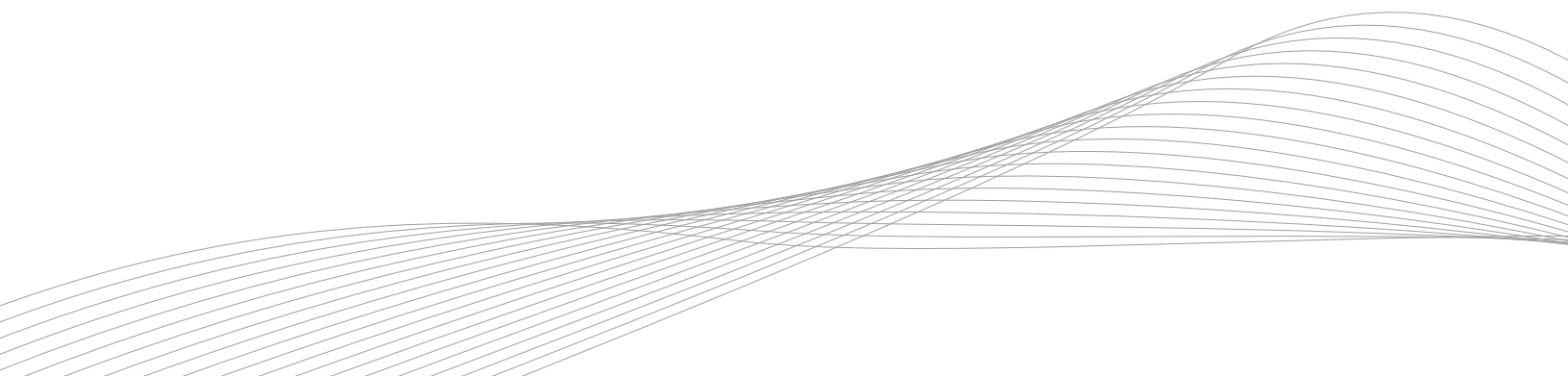
Acknowledgments

Every effort was made to ensure the accuracy of the annual report. We would appreciate notification of any errors or omissions in order to correct our records. To report errors or omissions, please contact Rose Dalba, Vice President of Donor Stewardship and Communication, at rdalba@feedingamerica.org or 312.641.5660.



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