



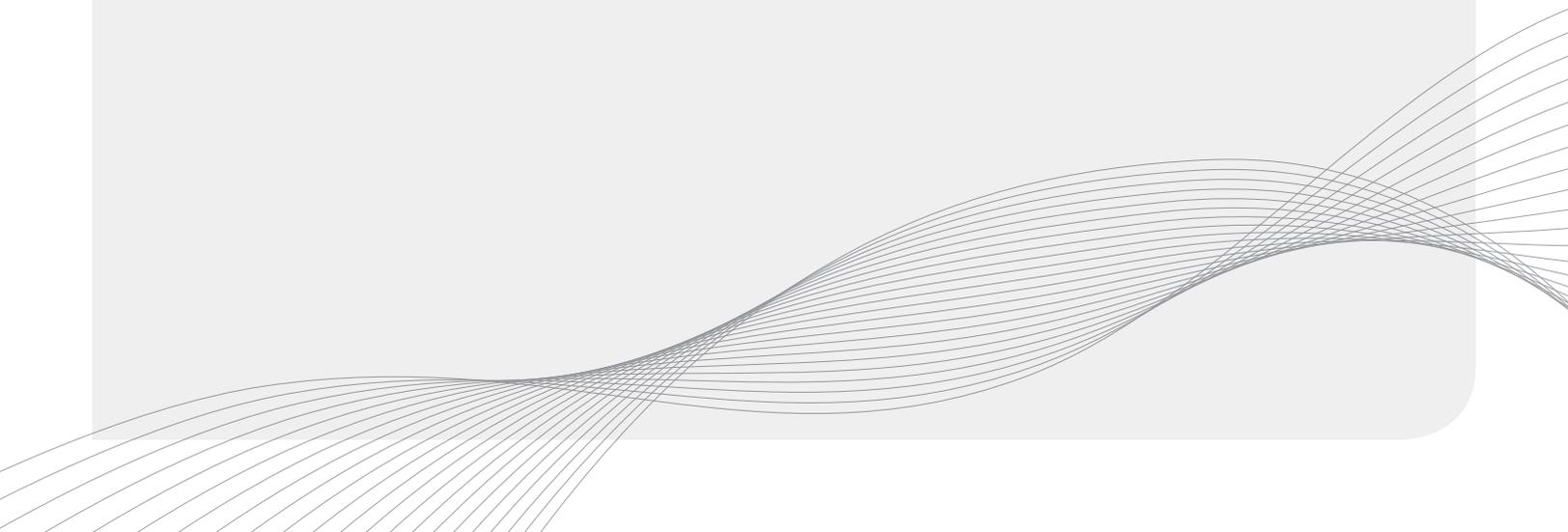
**FEED.  
STRENGTHEN.  
LEAD.**

*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.*



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Dear Friends,

The year 2012 has been one of continued evolution for Feeding America. We welcome the new President and CEO of Feeding America, Bob Aiken, who joins the organization after a long and distinguished career in the food industry. We also wish Vicki Escarra, former President and CEO, a fond farewell as she pursues new challenges, leaving Feeding America a stronger and more efficient organization than when she arrived.

Under Escarra's leadership, we not only expanded services to provide people with better access to the food they need to feed their families and themselves, we also charted a bold course for the future of the organization and for the food banking industry. During her six-year tenure, Escarra helped Feeding America rise to the challenge to meet an unfortunate upsurge in the need for emergency food assistance. In a difficult economic environment that included high unemployment, more than 47 million people living in poverty and more than 50 million Americans food insecure, she collaborated with our food bank network to significantly step up food delivery to clients while working to protect and strengthen the federal nutrition safety net. Escarra oversaw 46 percent growth in the number of people we serve annually, from 25 million to 37 million, including 14 million children and 3 million seniors. The Feeding America network's distribution of food and grocery products increased 70 percent, from 2 billion to 3.35 billion pounds each year.

Escarra also led the organization through a complete brand overhaul, generating unprecedented visibility and media coverage for the newly named Feeding America and building a strong foundation for public support and advocacy. The Board of Directors is profoundly grateful to Escarra for her more than six years of dedicated service and work building a strong organization that will thrive for years to come.

Now more than ever, our fellow Americans at risk of hunger need our help. Even as the economy has shown signs of improvement, we continue to see strong demand for emergency food assistance. And even as Feeding America provides assistance to 37 million people each year, there is still a significant gap between the number of meals needed and the numbers of meals we can provide.

*The strategic plan will help our network secure 1 billion more meals annually by 2018, thereby reducing the gap between what is needed and what we can help provide.*

Feeding America is fortunate to have Bob Aiken joining the organization at this critical time. The Feeding America network has spent the last year mapping out the future of the organization. The resulting strategic plan, developed in partnership with our member food banks and led by interim President and CEO Matt Knott, will help our network secure 1 billion more meals annually by 2018, thereby reducing the gap between what is needed and what we can help provide. Our three areas of focus are feeding more people, strengthening the food bank system and leading the fight against domestic hunger. As we advance our work to reduce the meal gap, Aiken's expertise and experience at food companies like U.S. Foods and food manufacturing companies like Metz Baking Company make him a perfect fit to lead our efforts to uncover new sources for food, secure more fresh produce and to achieve our goal of providing more meals to more people in need.

We can't do it alone, though. The largest food assistance programs continue to be provided by the government, including SNAP, TEFAP, WIC and child nutrition programs, so we and our partners will continue to work with governments at all levels to protect nutrition programs in these tough budget times.

The Feeding America network is well positioned to take on this challenge and meet the need for emergency food assistance. Our network serves all 50 states, Washington D.C., and Puerto Rico, and reaches virtually every county in the United States. *Forbes* magazine ranked Feeding America the fourth largest nonprofit organization in the nation in 2012. Charity Navigator, a nonprofit watchdog, awarded Feeding America four out of a possible four stars. And the strength of our partnerships with individuals, corporations, media, and advocacy and government partners will help us secure more food and grocery products and deliver them to those in need.

Feeding America is about ending hunger in the United States and nourishing hope for a brighter future. Thank you for your support as we work to ensure food security for our neighbors and communities all across the country.

Sincerely,

A handwritten signature in black ink, appearing to read 'David Brearton', with a stylized, cursive script.

**David Brearton**

Executive Vice President and Chief Financial Officer, Mondeléz International  
Chair, Feeding America Board of Directors



Dear Friends,

Looking back at 2012, I am proud of what the Feeding America network accomplished, and I am excited about the prospects for even greater collective impact in the years to come. With everything we do, with all the services we provide, the most powerful impact is nourishing hope among our clients for a brighter future.

There is an old Arabic proverb that states, “He who has health has hope, and he who has hope has everything.” Providing food to our neighbors who are struggling with hunger means so much more than just meeting basic needs—it provides hope.

Food assistance provides hope for our clients that their families are nourished. It builds confidence that things will be OK again. It provides hope that America’s children can grow strong, focus on their schoolwork and pursue the American dream. And it provides hope for the seniors who helped build this country, so they don’t have to choose among heating their homes, purchasing prescription medications or eating nutritious food.

*With everything we do, with all the services we provide, the most powerful impact is nourishing hope among our clients for a brighter future.*

By helping provide this basic human necessity, we offer hope to people who are already making tough choices and sacrifices for their families. We offer a bridge to the future, to a time when people who are struggling can get back on their feet. Feeding America nourishes hope. This is the context that we use to evaluate our accomplishments in 2012 and to set our course for the future.

In fiscal year 2012, Feeding America:

- Exceeded our network-wide food distribution goals by providing 3.39 billion pounds of food to people in need. Of that, 76 percent was classified as nutritious.
- Expanded our network’s service to provide more food in 80 percent of all counties in the United States.
- Raised \$78.8 million and provided a record \$29 million in grants to our network food banks.
- Worked with partners and advocates to secure funding for The Emergency Food Assistance Program (TEFAP) and Commodity Supplemental Food Program (CSFP) and protect benefits for millions of families who rely on the Supplemental Nutrition Assistance Program (SNAP), formerly called food stamps.
- Expanded public awareness of the issue of hunger to 46 percent and awareness of Feeding America as the national leader in the fight against hunger to 33 percent.

Feeding America’s size and scale allows us to have a significant impact on hunger in the United States. Over the past year, our network members and staff developed a strategic plan to help achieve our goal of providing an additional 1 billion meals annually by 2018. As a result, moving forward, we will focus on three strategic imperatives.

**1. FEEDING - DIVERSIFYING FOOD SOURCING EFFORTS TO GET MORE FOOD TO PEOPLE WHO NEED HELP.**

We have benefited from tremendous support from the food industry, and that support continues to this day. But we must look beyond traditional sources of food and find opportunities to capture more of the 70 billion pounds of food wasted in America each year. Feeding America is the only organization with the scale and expertise to do this at the national level. This effort starts with our commitment to source more nutritious fresh produce for our clients. We refuse to let nutritious food go to waste when there are millions of people across the country who are struggling to put food on the table.

**2. STRENGTHENING - BUILDING AN EVEN STRONGER FOOD BANK NETWORK.**

We will focus on accelerating innovation through collaboration and sharing of best practices that drive performance. Feeding America will work with our more than 200 member food banks to build their capacity to feed the hungry and lead the fight to end hunger.

**3. LEADING - TRANSFORMING PUBLIC AWARENESS ABOUT HUNGER INTO ACTION.**

Hunger in America remains a largely hidden problem. We will continue to raise awareness while encouraging more people to give of their time, financial support and voice in the fight to end hunger.

Thank you for your continued support of Feeding America. For every \$1 donated, we help secure eight meals for food-insecure people in America. Whether you choose to donate at [feedingamerica.org](http://feedingamerica.org), volunteer or donate at your local food bank or contact your members of Congress to protect funding for nutrition programs that feed people in need, you are making a difference in the fight against hunger. Through your continued support, you are nourishing hope—and you too are Feeding America.

Sincerely,

**Matt Knott**

Interim President and Chief Executive Officer  
Feeding America

## Board of Directors (as of June 30, 2012)

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### **David Brearton**

Chair  
Executive Vice President  
and Chief Financial Officer  
Mondeléz International

### **Vicki Escarra**

President and Chief  
Executive Officer  
Feeding America

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### **Marjorie Sybul Adams**

Partner  
DLA Piper

### **Paul Alexander**

Senior Vice President  
Managing Director,  
Communications  
Liberty Mutual Insurance

### **Joan Chow**

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### **Jason Clark**

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### **DeDe Priest**

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### **David Taylor**

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### **Mark V. White**

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### **Matthew E. Winter**

President, Allstate Auto,  
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President/CEO, Harvesters –  
The Community Food Network

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### **Troy Zander, Partner**

DLA Piper LLP

### NAC CHAIR

### **Karen Haren**

President and Chief  
Executive Officer  
Harvesters—The Community  
Food Network

### STAFF

### **Janet Gibbs**

Treasurer  
Feeding America

### **Andrea Yao**

Secretary  
Feeding America

## National Office Leadership (as of June 30, 2012)

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### **Vicki Escarra**

President and CEO

### **Maura Daly**

Chief Communication  
and Development Officer

### **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

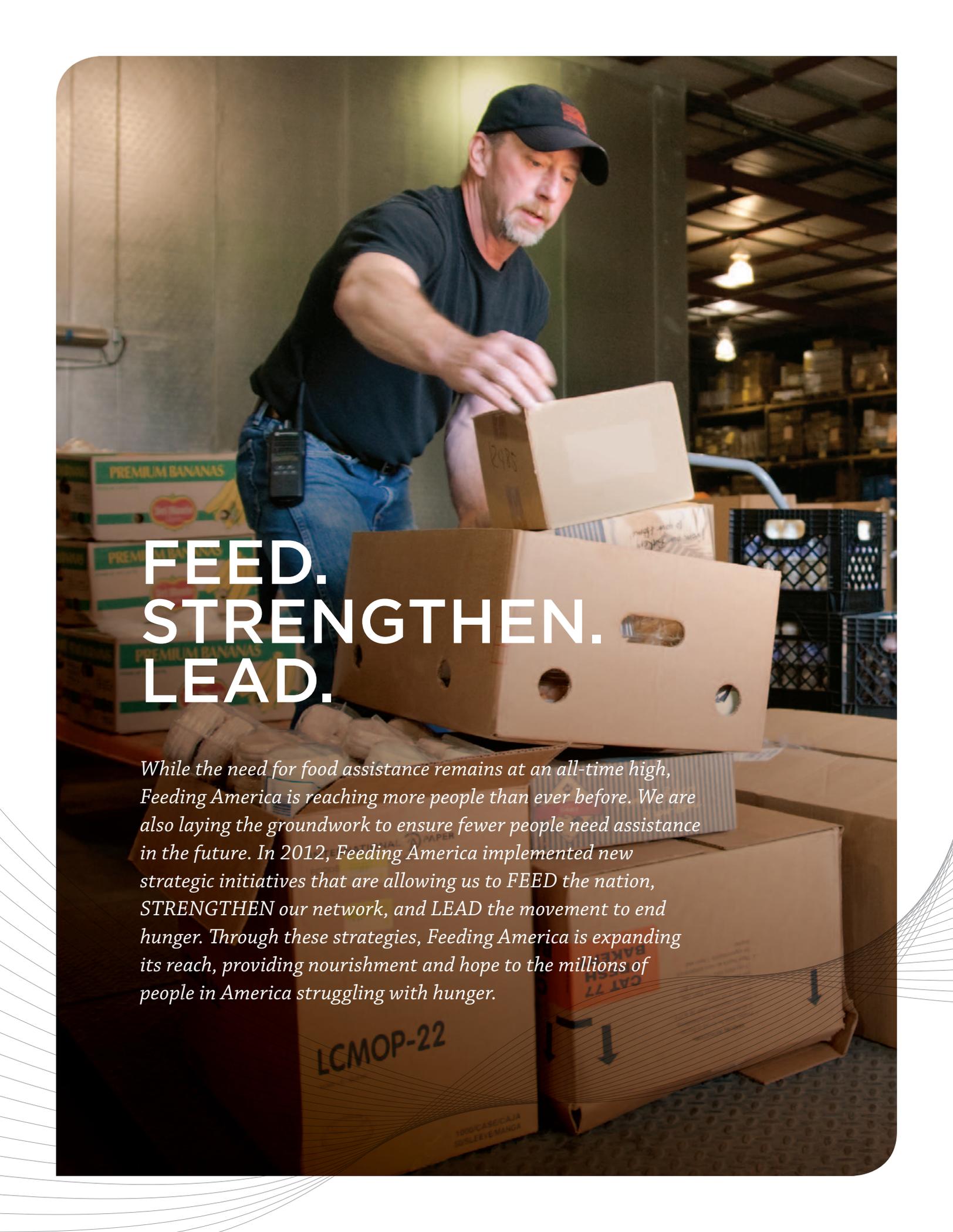
### **Bill Thomas**

Chief Supply Chain Officer

### **Johanna Vetter**

Chief Brand and Development  
Officer

See page 39 for a list of Feeding America network members.

A man wearing a dark blue t-shirt, a dark baseball cap, and blue jeans is working in a warehouse. He is leaning over a stack of cardboard boxes, carefully packing or organizing them. The warehouse is filled with various boxes and supplies, including some labeled 'PREMIUM BANANAS'. The lighting is warm and focused on the man and his work area.

# FEED. STRENGTHEN. LEAD.

*While the need for food assistance remains at an all-time high, Feeding America is reaching more people than ever before. We are also laying the groundwork to ensure fewer people need assistance in the future. In 2012, Feeding America implemented new strategic initiatives that are allowing us to FEED the nation, STRENGTHEN our network, and LEAD the movement to end hunger. Through these strategies, Feeding America is expanding its reach, providing nourishment and hope to the millions of people in America struggling with hunger.*



*With the help of many leading corporations, foundations and individuals, the Feeding America network sourced and distributed 3.39 billion pounds of food and groceries in 2012. That means we provided the equivalent of 2.83 billion meals to communities like yours across the nation. But, the current food banking model is shifting. Traditional food sources are declining and challenging the established hunger relief model. Feeding America's 2012 fiscal year marked a landmark crossroads where produce and retail donations were our largest sources of food, ahead of manufacturing donations and USDA commodities. In response, Feeding America committed to new investments to provide more food to those struggling with hunger so that we can continue to meet the growing need.*

### **Product Donations**

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Feeding America's manufacturing partners continue to provide critical food, personal care and home care items to our clients. Manufacturers are our largest source of non-perishable donations such as pasta, peanut butter, rice and canned fruits. While this traditional source of products has declined in recent years as manufacturers have become more efficient in production and distribution, our valued partners are identifying new opportunities for donations by capturing more edible food that may have in the past gone to waste. Donations, as a result, have begun to increase again as partners also institute processes to ensure timely transfer of product to the network.

### **Retail Store Donation Program**

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Facing a dramatic decrease in federal commodities distributed through our network, Feeding America increased its investments in a critical source of nutritious food—our Retail Store Donation Program. In 2012, we collected and distributed 745 million meals through this program—a remarkable increase of 33 percent over the previous year.

This program's success relies on collaboration between the national office, network members and retail partners. At the national level, Feeding America partners with retailers that agree to donate perishable food to our network. Locally, members coordinate

the pickup of food donations from thousands of participating stores. Much of this food includes perishable items like eggs, milk and lean meats that may be approaching their sell-by date. These nutritious items are the cornerstone of a family's balanced diet. Thanks to our network's efficiencies and expertise in food logistics and transport, these essential foods reach food-insecure households quickly before they spoil.

# 745 million

**meals collected and distributed through Retail Store Donation Program**

Deep partnerships with retailers continue to make our Retail Store Donation Program an important source of nutritious foods for our clients. Feeding America recognizes our largest partners for this program in 2012, Walmart and Sam's Club, which together had more than 3,600 participating local stores and provided nearly 400 million pounds of groceries.

## Produce

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Our fresh produce initiative is one of the most important strategies in our commitment to nutrition. In 2012, our network sourced 549 million pounds of fresh fruits and vegetables through the fresh produce program—an 18 percent increase over 2011. To date, Feeding America has reached 55 percent of our goal to deliver 1 billion pounds of produce annually by 2018. Through the produce program, growers donate wholesome but unmarketable produce that might otherwise be plowed under, used as feed or otherwise be thrown away.



## THE NEW FACE OF HUNGER

*"I was guilty of categorizing people. Suddenly, I became one of the people that I had once wondered if they were doing everything they could to better their circumstances."*

Right here in America, more than 50 million people face hunger—that is equal to 1 in 6 people. The USDA calls them "food-insecure," which means they don't have regular access to enough food for a healthy life.

It means they don't buy groceries because there is no money left for food after all of their other bills are paid. They skip meals when the pantry is bare. And they cut back on the amount of food they eat at each meal so they can stretch their supply just a little longer.

The fact is that, today, hunger is a problem for people you see every day. It affects someone you know: perhaps it's the barista who hands you your coffee every morning; the clerk that bags your groceries; the father down the street whose company cut his hours or his pay; the elderly neighbor whose fixed income doesn't come anywhere close to covering the cost of his medications; or the child in your son or daughter's class who has trouble paying attention to the lessons.

These are families for whom making ends meet is a constant struggle. Often, they can afford to pay some of their bills, but not all of them. They juggle house payments and credit cards payments and cut grocery costs to cover heat or healthcare. And then there are the families who live "paycheck to paycheck." They can afford their monthly expenses—until they are faced with an emergency expense, such as a car repair, that drives self-sufficient people to our food banks.

*"We were just a middle class family and thought everything was fine and it changed, just like overnight."*

In order to rescue this highly nutritious food, Feeding America members often cover the cost to harvest, sort and pack the produce so that it is ready for distribution. This arrangement prevents quality produce from being lost and enables growers to recoup some of the costs associated with donating. Feeding America then shares a portion of the cost to transport produce to food banks that lack local access to fresh produce.

Our network's investments in fresh produce are changing the course of hunger relief. Historically, providing fresh fruits and vegetables to families struggling with hunger has too often been perceived as a luxury, available only to those in states where fresh produce is abundant, and not as a viable food source for addressing hunger and food insecurity nationwide. We believe that a family's location should not determine whether or not a mother can offer fresh fruits and vegetables to her child. Thanks to the generosity of our supporters, we are investing in programs that redirect millions of pounds of fresh fruits and vegetables to people in need regardless of location.

As part of the 2012 fresh produce strategy, Feeding America continued a pilot that placed a regional produce solicitor in New York. The Regional Fresh Produce Sourcer position is designed to source local produce in produce-rich regions, reducing transportation and product costs for the network. In 2012, the investment in New York resulted in nearly 10 million pounds of fresh produce reaching communities in New York and as far away as Texas and Oklahoma. To replicate this success, Feeding America has deployed regional produce sourcers serving Pennsylvania, Florida, Wisconsin and Minnesota, who have begun collaborating with local food banks and building donor partnerships.

Feeding America appreciates the generosity of our partners whose contributions helped support this vital program in 2012, including: Doris Christopher; General Mills Foundation; Linda and Keith Monda; Mondeléz International, Mondeléz International Foundation and Kraft; and the Nationwide Insurance Foundation.

## DISASTER RELIEF

Wildfires, tornadoes, hurricanes and floods devastated communities across the United States in fiscal year 2012, killing hundreds, injuring thousands and leaving thousands of people homeless. Given its expertise in logistics, volunteer management, and emergency food distribution, the Feeding America network is uniquely suited to providing immediate support to individuals and families during disasters—and during the long recovery that follows.

Thanks to generous donations, Feeding America supplemented our food banks' local level response with 2.2 million pounds of groceries in support of 2012 disaster relief, the equivalent of 85 truckloads. These donations served 28 communities across the country.



**Feeding America is grateful to the Allstate Insurance Company for its contribution of \$1 million to our disaster-relief efforts in fiscal year 2012.**

**Feeding America is pleased to recognize its fiscal year 2012 Disaster Relief Partners:**

Abbott Fund

The Allstate Foundation

Allstate Insurance Company

AmeriCares

ConAgra Foods

Food Lion

General Mills and General Mills Foundation

Hannaford Bros. Co.

Hilshire Brands

Hormel Foods Corporation

Kellogg Company

Microsoft Corporation

PepsiCo and PepsiCo Foundation

Perdue, Inc.

Procter & Gamble

Quaker-Tropicana-Gatorade

Smithfield Packing

Unilever

Walmart

## Nutrition

At Feeding America, we know that food assistance is not just about providing more food to people in need. It's about offering the right kinds of foods that promote health and wellness in the families we serve. The Feeding America network works hard to provide foods like fruits and vegetables, lean proteins, whole grains and low-fat dairy—foods which are often out of reach for many families we serve.

As a part of our effort to measure nutritional quality of the foods we deliver, Feeding America revised our measurement of healthy foods by adopting a “Foods to Encourage” framework, which more closely aligns with the food groups highlighted in 2010 USDA Dietary Guidelines. Of the nearly 3.4 billion pounds of groceries Feeding America distributed in 2012, 67 percent were categorized as “Foods to Encourage.” We continue to refine this measurement as we look for new ways to source and distribute healthier foods and promote nutrition and wellness to the people and communities we serve.

In 2012, Feeding America became a National Strategic Partner in the USDA's MyPlate Initiative. As a national partner for MyPlate, Feeding America has the opportunity to adapt and promote MyPlate messages about healthy food choices through our food bank network to the millions of clients and thousands of communities we serve.



Because we serve virtually every community across the country, the Feeding America network is uniquely positioned to confront food insecurity and promote better nutrition among the families we serve. As a nation, we cannot ignore the connection between hunger and diet-related illnesses like obesity and diabetes. People who struggle to get enough to eat are also often at the highest risk for these diseases.

A healthy diet is a critical part of disease management for the more than 25 million people in the United States who have diabetes. Unfortunately, for people who must cope with both diabetes and hunger, maintaining a healthy diet can be nearly impossible. As part of Bristol-Myers Squibb Foundation's Together on Diabetes initiative, Feeding America is using \$3.1 million to create and pilot a diabetes initiative with three of our member food banks. These food banks have built local

partnerships with health centers and medical providers to help their clients who have Type 2 Diabetes access not only healthy foods, nutrition and disease education but also diabetes screening and healthcare coordination. In partnership with University of California, San Francisco, we will evaluate both client health and program outcomes across these sites. To date, hundreds of clients have been screened and enrolled in these programs.

In addition, Feeding America has kicked off new partnerships with the National Dairy Council and the Academy of Nutrition and Dietetics. Over the next two years, this collaboration will help to increase awareness of food insecurity as a public health issue, increase access to nutrient-rich food for our clients, and provide tools and resources for nutrition education and capacity within the Feeding America network.



## SNAP Outreach

With 1 in 6 people in America facing hunger, Feeding America cannot solve this problem alone. Government assistance programs and the nonprofit sector are both critical pieces to ending hunger in America. Because federal benefits offer the steadiest, most reliable source of food support, Feeding America is working to accelerate low-income families' access to these benefits. In 2012, the network facilitated 170,000 applications to the Supplemental Nutrition Assistance Program (SNAP, formerly the food stamp program).

SNAP is traditionally a first line of defense for those in need of food assistance. SNAP currently benefits 47 million people, and more people can be fed through SNAP than through any other food assistance program. And, SNAP provides more than just nutrition assistance. The USDA reports that each dollar invested in SNAP benefits generates \$1.79 in local economic activity.



Latino SNAP outreach materials funded by ConAgra Foods

Yet, more than 28 percent of individuals eligible for SNAP are not participating, mainly due to lack of understanding of the program and lack of access to the program. Feeding America is committed to creating new SNAP awareness and outreach programs to help individuals and families enroll and access these benefits. Support from partners such as Bank of America and ConAgra Foods Foundation is allowing us to develop, pilot and replicate strategies that will help Feeding America's clients access 342 million meals through SNAP by 2018.

One program, piloted with ConAgra Foods Foundation's support, focused on SNAP outreach to the Latino population. Latino families not only struggle with hunger at higher rates, but they are also much less likely to participate in SNAP than other families. About 41 percent of eligible Latino families receive SNAP benefits, compared to 56 percent of African American and 61 percent of Caucasian families. To combat low SNAP participation rates among Latino households and other culturally diverse communities, Feeding America is expanding this pilot in the coming year.

## Investing in New Food Frontiers

Each year, 70 billion pounds of edible food is lost before it ever reaches the dinner table. This is more than enough food to provide three meals a day to all 50 million people in America facing hunger. Much of

this waste is perishable food—the nutritious produce, meats and dairy products that Feeding America has the logistical expertise and efficiency to rescue when it's lost across the supply chain. Capturing this food while it is edible and before it is dumped represents an incredible opportunity for Feeding America to secure more food for our clients. We are in the process of identifying, incubating, and scaling promising practices to help us capture more of this healthy, safe food. In your community, this means less waste and fuller plates. Two of these strategies include Food Orchestration and an Online Marketplace.

Food Orchestration is a new way to capture and package safe, edible by-products and over-planted crops from sources such as farms, agri-processors and manufacturers. Currently, much of this food is destroyed or turned into animal feed. Feeding America is collaborating with partners to identify and capture this excess food, reprocess it through freezing, canning or vacuum sealing, and then repackage it so that it can be redistributed to people in need.

Our new Online Marketplace will connect food banks and agencies with available food in their area. The system will allow food sources like restaurants, local grocery stores or nearby farms to post an announcement to an online database when they have food available, such as a pallet of tomatoes that cannot be sold before they spoil. These smaller amounts of food often go to waste because they are too costly to pick up through Feeding America's traditional trucking channels. Through the Online Marketplace, a nearby food pantry will then be able to pick up the product, saving valuable food bank resources and the need for more expensive transportation. By directly connecting the agency to the food source, we will create greater efficiency, and ensure that food finds a home before it becomes waste.

Feeding America appreciates the support of Cisco and Fidelity in supporting this new program.



## STRENGTHEN.

*With record numbers of people turning to us for help, our member food banks and the agencies they serve are straining to feed more people with fewer resources. That is why Feeding America invested in infrastructure, built the capacity of network to serve more people and bolstered feeding programs that serve vulnerable populations at high risk of food insecurity. Feeding America is strengthening our network's capacity to meet the high levels of need that threaten to persist long into the future.*

### Grants

One of the most important functions of the national network is to deploy resources where they are needed most and where they will make the biggest impact. In fiscal year 2012, Feeding America distributed \$29 million in grants to our network of food banks, thanks to our generous partners. By raising funds on a national scale, Feeding America is able to secure gifts that would otherwise not be available to network members. We then distribute funding to the network through a competitive granting process. Last year, grants supported priorities such as child hunger programs, SNAP outreach, truck acquisition and mobile pantry distribution.



## Child Hunger Programs

Nearly 17 million children in the United States face hunger, according to the USDA—an increase of 1 million since just last year. That means nearly one out of every five children face hunger. We know that hunger can fundamentally alter the trajectory of a child's life. Research shows that even periodic hunger can have a long-term impact on children, affecting a child's physical, cognitive, behavioral and educational development.

17 million  
children face hunger

This is simply not acceptable, and we are working hard to make sure all children have access to the healthy food they need. Feeding America is continuing to invest in our traditional food distribution systems, which feed 14 million children each year. In addition, our Child Hunger Strategy also focuses on reaching children at the times when they face the greatest need. Children are the most vulnerable to hunger when they are away from school and do not have access to free and reduced price meals.

Therefore, our Child Hunger Strategy is focused on reaching kids at home, afterschool, over weekends and vacations, and in the summer. Feeding America's Child Hunger Strategy integrates our programs that feed children—including Summer Food Service, Backpack, Kids Cafe and Afterschool Snack, and School Pantry—so that they work together to best meet the unique needs of children at risk of hunger.

### **SUMMER FOOD PROGRAM:** *Reaching children during the summer.*

More than 21 million children receive free or reduced price meals at school during the academic year. Yet, only 2.3 million children receive subsidized meals during the summer. This means that millions of children are especially vulnerable to hunger during the summer months. To reach these children, more than 80 of our member food banks administer or sponsor meal sites as part of the USDA's Summer Food Service Program (SFSP), which provides low-income children with free, nutritious meals during the summer when school is not in session.

Our food banks reach 180,000 children through the Summer Food Program each year. In 2012, ConAgra Foods Foundation supported 23 food banks with Hunger-Free Summer grants to supplement and expand the base of existing summer feeding programs for children.

### **BACKPACK:** *Reaching children over weekends.*

Through Feeding America's Backpack Program, nearly 300,000 children receive bags each week at school that are filled with shelf-stable, nutritious food to take home for the weekends and school vacations. Program highlights in 2012 include an updated nutrition education toolkit, a nutritional analysis, and mentoring for food bank program managers. Thanks to Morgan Stanley, Feeding America also completed program evaluation projects to assess the impact of this important program.

### **KIDS CAFE AND AFTERSCHOOL SNACK:** *Reaching children after school.*

Across the nation, Kids Cafe and Afterschool Snack programs make free meals and snacks available to low-income children through a variety of existing community locations where children congregate, such as churches or public schools. More than 1,700 Kids Cafe sites collectively serve 134,000 children each year. PwC Charitable Foundation's generous support helped sustain and grow this program in 2012.



**SCHOOL PANTRY:*****Reaching children at home.***

The School Pantry Program provides groceries to children when parents or relatives are dropping off or picking up their children from school. Research indicates that when children are hungry, their parents, older siblings and relatives are too. Parents typically do everything they can to feed their children before themselves, meaning that when a child goes hungry at home, it is likely that the whole family is hungry. Using school facilities to provide nutritious groceries for children and their families is a convenient and cost-effective solution to child hunger and, in some cases, is a bridge between families and schools.

Thanks to the School Pantry Program, 65,000 children and their families received groceries last year. Feeding America appreciates Target's investment in this program, including support for a program evaluation project.

As our Leading Partner in the fight against child hunger, ConAgra Foods Foundation's investment includes support for our Child Hunger Corps, a national service program designed to increase the capacity and capability of local food banks to execute programs that alleviate child hunger. The program's goal is to increase children's access to nutritious food when school is not in session. In 2012, 11 ConAgra Foods Child Hunger Corps members began their two-year term of service at food banks across the country.

Feeding America recognizes the generous support of our partners committed to our child hunger programs, including Sam's Club, whose \$1 million gift supported 12 food bank communities with high rates of child food insecurity.



## Mobile Pantries

Mobile pantries are among the most powerful tools to deliver nutritious foods to the hands of our clients. In 2012, we put 33 new mobile pantries on the road and replaced some of our aging fleet, with help from partners such as: The Hussman Foundation; Mondeléz International, Mondeléz International Foundation and Kraft; the David Tepper Charitable Foundation; and The Walmart Foundation. This means that food banks across the country were able to deliver nearly 25 million more meals through mobile pantries this year alone.

A mobile food pantry is a refrigerated vehicle that is driven to food distribution sites in low-income neighborhoods where clients can receive food directly from the truck. They allow for increased distribution of food in communities that do not have adequate grocery stores, feeding agencies or food pantries. Importantly, mobile pantries meet a unique need in both rural and urban areas. For some of our rural clients, the drive to the nearest feeding agency takes more than an hour one way. Often, this is not an option for people who cannot afford the gas or do not have access to dependable transportation. At the same time, finding a traditional grocery store stocked with fresh produce, meats or dairy is nearly impossible in some urban areas. Mobile pantries allow food banks to meet both the needs of food-insecure communities and to provide food for families struggling with hunger.



*BackPack Program nutrition education toolkit*



## Food Safety

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Feeding America is leading the way in advanced food safety practices. Beginning with the truck that brings a food donation to the food bank where food is stored and catalogued, to the food pantry or shelter that provides food to clients, our inventory is consistently monitored to ensure food is handled with the greatest integrity. From the buildings and grounds of individual food banks down to every donated product, we take every step and precaution to maintain the quality and integrity of food passing through our system. Feeding America is grateful to Cargill for its transformative gift of \$1.5 million to support our advanced practices in food safety.

To reinforce our reputation as an industry leader in food safety, Feeding America conducted two food safety summits in 2012 to provide training and guidance to food bank staff and provided grants to enhance food safety across the network. Additionally, more than 50 percent of member food banks voluntarily participated in the nationally recognized, third-party AIB Food Safety Training Audit program.

## Technology

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There are more than 3,000 counties in the United States, and the Feeding America network serves families in virtually all of them. To achieve this monumental reach, Feeding America crafts a coordinated response to the hunger crisis that is implemented through our vast network of food banks. Technology is the backbone of this efficient and effective system.

Athena is the Feeding America network-wide platform that integrates and supports the technology needs of member food banks. Prior to Athena, each food bank selected, developed and executed technology independently. The consolidation and standardization of this technology brings enormous benefits to the network, including reduced costs up front and overtime for upgrades, operation and training. Athena transitions food banks to an integrated, online system for core business and back-office functions.

3,000+  
counties served

For example, ordering and reporting tools allow charitable feeding agencies to place orders online from an always up-to-date database of available food. An agency is able to see at a glance, the number of people to be served by the food product, the price per unit and the nutritional value—information needed to make better procurement decisions.

Thanks to investments from Cisco, Fidelity and other partners, as of 2012, 35 food banks were running the core components of the Athena initiative. Another 114 food banks were running aspects of the program. This means that we are operating more efficiently than ever before—allowing us to serve more people, more effectively.

# LEAD.

*Although more than 50 million people face hunger in the United States, hunger is often a hidden problem. Feeding America is leading the fight against hunger by advocating on behalf of our most vulnerable neighbors and by educating the public about the issue. But we cannot end hunger alone. As individuals, businesses, charities and government, we all have a role to play. We are urging the public to join us through investments in research, advocacy, marketing and communications. By making ending hunger a priority for our nation, we can engage the entire country and empower the public to join us in solving this crisis.*

## Research

Research is the basis for building, assessing, and refining our strategies. Understanding hunger is vital to mapping an effective course to solve the hunger crisis over the long term. By learning more about the people who seek food assistance, where it exists, and how it is manifested in communities, we can ensure that we are reaching those at risk of hunger in the most effective ways possible.

For the second consecutive year, Feeding America undertook the *Map the Meal Gap* study to continue learning about the face of hunger at the local level, thanks to the support of the Howard G. Buffett Foundation and Nielsen. *Map the Meal Gap* is a groundbreaking tool that provides critical information



*Food insecurity by county*

that has never been previously available: food insecurity rates for every county and congressional district in the country. The 2012 data confirms that hunger affects every county in the nation.

And, in over 1,000 counties, more than 25 percent of children are at risk of hunger. ConAgra Foods Foundation funded research to advance the understanding of child hunger in America, so that resources can be best leveraged to target the 17 million children facing hunger.

Our research also shows that our clients' needs are changing. Feeding America's study, *Food Banks: Hunger's New Staple*, details the frequency of clients' visits to food pantries. Findings suggest that families are not only visiting "emergency" pantries to meet temporary, acute food needs—instead, for the majority of people seeking food assistance, pantries are now a part of households' long-term strategies to supplement monthly shortfalls in food. Seniors, who so often are limited by fixed or no incomes, are shown to be among the most consistent pantry clients.

## Advocacy

Federal nutrition programs provide a comprehensive safety net for families, children, disabled individuals and seniors facing hunger. Currently, Feeding America is working to influence legislators to protect and strengthen federal nutrition programs in the ongoing budget debate and the reauthorization of the 2012 Farm Bill. The Farm Bill is the legislation that sets policy and funding levels for SNAP and other federal emergency food assistance programs. Proposed budget cuts threaten to weaken the federal food safety net and place added pressure on charities already struggling to provide food to a record number of people in need. Feeding America is working hard to protect the level of federal resources allocated to anti-hunger programs and to ensure that these programs reach eligible people at hunger risk.

6,400  
calls to Congress

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 story sharing, and aggressive earned media outreach, we tell the story about food insecurity in America and advocate for strong programs to support communities nationwide.

Feeding America also powers a massive grassroots advocate base of more than 110,000 online advocates—up 10 percent from 2011—as well as advocates from across our network of more than 200 food banks. These deeply engaged individuals support our efforts to raise awareness and champion programs for the hungry at the federal, state and local levels. Hunger advocates represent a powerful, on-the-ground effort to eradicate hunger. In 2012, for example, they generated 6,400 calls to Congress that helped us achieve gains in The Emergency Food Assistance Program (TEFAP) and defeat harmful amendments to SNAP that would have reduced eligibility or cut benefits in both the House and Senate Farm Bill and throughout the budget process.

Special thanks to Tyson Foods for being a lead supporter of Feeding America's advocacy programs.

## Cause Marketing

Feeding America's successful cause-marketing programs raise awareness about the hunger crisis and engage the public to make a donation to support hunger-relief. A number of these cause partnerships featured opportunities for local food bank activation. In your community, this means that more people than ever before are aware of the hunger problem and adding their actions to the movement. Cause marketing campaign highlights include:

### GIVE A MEAL

Feeding America launched the groundbreaking Give a Meal campaign to increase awareness, raise funds,



and engage more people in the fight against hunger. Give a Meal is an online campaign whereby each donation is translated into a gift of meals—each dollar donated helps provide eight meals for a hungry family. Bank of America helped make Give a Meal the most successful online fundraising effort in the history of Feeding America, raising 26 million meals by matching online and text gifts 2 to 1. Bank of America promoted the campaign through a range of outlets including social media and customer communications.

### CHILD HUNGER ENDS HERE

ConAgra Foods ran its third Child Hunger Ends Here campaign which generated more than 5 million meals for families facing hunger. More than 300 million ConAgra Foods packages included on-pack campaign messages. The campaign also featured a song, "Here's Hope," performed by well-known artists encouraging consumer action. Featuring television and radio advertising, digital marketing, blogger engagement, and integration on the Academy of Country Music Awards show, the 2012 Child Hunger Ends Here was a capstone in ConAgra Foods Foundation's outstanding partnership to end child hunger.



### OUTNUMBER HUNGER

The Outnumber Hunger initiative was launched in March of 2012 with the goal of making it easy for everyone to help in the fight against hunger in your local community. Outnumber Hunger's collaboration among Feeding America, Big Machine Label Group and General Mills has been featured on over 30 million General Mills product packages nationwide. The Outnumber Hunger program has helped drive awareness around the issue of hunger and has helped Feeding America secure more than 5 million meals on behalf of Feeding America food banks.



### HUDDLE TO FIGHT HUNGER

The second Kraft Huddle to Fight Hunger campaign culminated once again with the Kraft Fight Hunger Bowl on December 31, 2011. The game was broadcast on ESPN and is the only College Bowl game focused on a cause. The campaign provided the cash equivalent of 25 million meals to Feeding America and its members. Many iconic brands participated in through Facebook integration, on-pack advertising, in-store displays and print ads in magazines.



### FIGHTING HUNGER TOGETHER

Actress Kimberly Williams-Paisley helped kick off Walmart's Fighting Hunger Together campaign, which included participation from ConAgra Foods, General Mills, Kraft, Kellogg's and Mondelez International. Fighting Hunger Together engaged millions of Facebook fans, raising both awareness of hunger and funds to support hunger relief. The campaign ran in nearly 4,000 Walmart stores and also featured support from The Band Perry and Feeding America supporter Scott Hamilton. Media impressions numbered 148 million and included placements in a variety of outlets, such as *CNN* and *USA Today*.



### INVEST AN ACRE

Archer Daniels Midland, the Howard G. Buffett Foundation and Monsanto partnered with Feeding America to launch Invest An Acre, a program that encourages farmers across the country to donate one acre or more of crop proceeds to help fight hunger in their communities and featured the Feeding America brand on ADM grain elevators across the country.



### FRUIT FOR ALL

Nestlé launched its largest cause marketing campaign to date with Feeding America, with its Juicy Juice brand. The Fruit for All project resulted in more than 95 million earned media impressions. Through the campaign, Nestlé helped provide the monetary equivalent of 26 million pieces of fresh fruit to children and families in need.



Several other notable cause campaigns supported Feeding America in 2012. Our longest running cause program, The Pampered Chef's Round-Up from the Heart®, benefits the entire food bank network and has raised \$19 million since 1991. Groupon selected Feeding America as one its featured charities and helped provide the equivalent of more than 1.5 million meals. The Pepto Bismol Feast For All Facebook campaign, thanks to P&G, resulted in more than 330 million media impressions. And, the Dr. Pepper Snapple Group's *Snapple Tea Will Be Loved* campaign featured a limited time only Snapple flavor developed by the band Maroon 5 and featured a multi-faceted media plan.



## Employee Engagement

Feeding America is especially grateful to our partners that contribute not only financial and marketing support that is so essential to our mission but also engage their employees in the cause. In 2012, one of our signature partners, Ameriprise Financial, conducted its second annual National Day of Service. More than 6,000 employee and advisor volunteers served in 60 food banks across 27 states.

More than 3,000 WellPoint associates also joined the movement and directed funds to the Feeding America network to provide over 162,000 meals to families and seniors in need of healthful foods. Together, the WellPoint Foundation and associates pledged more than \$1.3 million to the Feeding America network.

Walmart associates and The Walmart Foundation together contributed more than \$850,000 to Feeding America to help fight hunger nationally and also volunteered in their communities all across the country.

## Hunger Action Month

September 2011 marked Feeding America's fourth annual Hunger Action Month. The campaign is dedicated to raising awareness of domestic hunger, linking Feeding America and our network as leaders in hunger relief, and motivating immediate and future action in support of the cause. With nearly 100 percent of our more than 200 member food banks participating in Hunger Action Month, local campaign activity drove tremendous national impact.



More corporate partners supported Hunger Action Month than ever before, with The Cheesecake Factory once again helping to kick off the month. Feeding America supporters Mark Salling, Eliza Dushku, Wilmer Valderrama, Ali Landry and Monica Brown volunteered at an event in Los Angeles to help feed clients and raise awareness. In total, Hunger Action Month garnered nearly 700 million impressions across the country.

## Digital Marketing

Other ways that Feeding America works to increase awareness of the hunger issue and our work include our website and digital marketing through outlets such as Facebook and Twitter. Unique visitors to Feeding America's website grew 118 percent in 2012, and our connections on Facebook and Twitter grew a combined 332 percent.

Millions of Americans participated in our Donate Your Voice campaign, which asked people to "donate their voice" through different social media and digital actions. More than 3 million people viewed our Real Stories public service announcements, which introduce viewers to the everyday Americans facing hunger in communities across the country.

Feeding America was selected by Facebook as a charity central to their November 2011 Facebook Hack in Chicago. The Hack brought together the brightest digital minds in the area to develop approaches to fulfill Feeding America's mission and objectives leveraging Facebook.



Real Story PSA campaign

Thanks to a partnership with CBS Paramount and Dr. Phil, Feeding America was also promoted across Dr. Phil's large Facebook and Twitter social communities. Dr. Phil also supported Feeding America on-air and through his multiple web properties. And, a partnership with Lionsgate, "The Hunger Games" and the World Food Programme also raised awareness through [www.HungerGames.com](http://www.HungerGames.com) and engaged stars from the blockbuster movie in supporting Feeding America.

## Entertainment Council

Feeding America's Entertainment Council continues to serve as a valuable tool in elevating the public profile of Feeding America and the broader issue of domestic hunger. Our celebrity partners help raise awareness about hunger through media relations, social media and volunteer activities.

For example, Samantha Harris, Nick Cannon, 50 Cent and SMS Audio together have nearly 12 million Twitter followers and continue to spread the word about Feeding America and hunger through this outlet. In 2012, Feeding America hosted its first Twitter Chat for National Nutrition Month, featuring Ellie Krieger. In just one hour, we reached more than 6.7 million people on Twitter.

Celebrities also backed our Give a Meal campaign, helping generate more than 96 million media impressions and providing more than 26 million meals. Rachael Ray kicked off Give a Meal by making a donation to our Produce Program, and other supporters included Mario Batali, Curtis Stone, Benji and Joel Madden, Samantha Harris, Monica Brown, Ellie Krieger, Sara Gore, Katie Lee, Onerepublic, Debi Mazar and Gabriele Corcos.

## AWARENESS

We believe the American public will play a significant role in ending hunger when they have sufficient information about the extent of the problem, how it relates to their everyday lives and what they can do to address it. Feeding America is focused on educating the public about hunger through targeted initiatives that aim to increase awareness of the hunger problem and of Feeding America's role as the largest domestic hunger-relief organization.

Our collective work has helped propel awareness of Feeding America and—most importantly—has helped move people from awareness to understanding and action. From a brand perspective, Feeding America continues to keep the issue of hunger in the public forefront, and is now recognized as a national leader in hunger-relief by 33 percent of the public. Feeding America's Public Service Announcement campaign in partnership with the Ad Council was supported by \$56.8 million in donated media in 2012 (a 28 percent increase from 2011). The campaign earned premium donated media placements across television, radio, print, outdoor and online and highlights included a donated billboard in Times Square and a full-page print insertion in a Sunday edition of *Parade*.

From *The New York Times* to *The Wall Street Journal*, Fox News to MTV, and in local outlets from coast to coast, Feeding America reached households across the country in 2012 with billions of impressions. Feeding America and our network of food banks garnered an incredible 13 billion media impressions in 2012 (a measure of the number of instances that people are exposed to news about Feeding America over a period of time).



Nick Cannon continued his outstanding support of Feeding America by volunteering at the Los Angeles Regional Food Bank with NCredible crew, as part of NCredible's "Weekend of Service." Nick also lent his support to the 20th annual Stamp Out Hunger food drive, the nation's largest single-day food drive made possible by the National Association of Letter Carriers. In 2012, Stamp Out Hunger collected more than 70 million pounds of food donations from households across the country and generated nearly 400 million media impressions.

Special thanks to Samantha Harris, Ellie Krieger and Curtis Stone for participating in our mail campaigns and helping secure funds to support our mission.

Feeding America also recognizes its new Blogger Council, a group of advocates dedicated to promoting hunger relief and their support of Feeding America in their social media spaces. Consisting of 12 people spanning 10 blogs, the Blogger Council raises awareness by blogging and posting about Feeding America and hunger in social media such as Facebook and Twitter.



*Music mogul and entrepreneur 50 Cent represented the Feeding America Entertainment Council by serving Thanksgiving meals to victims of Hurricane Sandy.*

## 2012 FEEDING AMERICA ENTERTAINMENT COUNCIL

**50 Cent**  
Music Executive,  
Philanthropist

**Ben Affleck**  
Actor

**Laila Ali**  
Boxer, TV Personality

**Jennifer Aniston**  
Actress

**David Arquette**  
Actor, Producer

**Mario Batali**  
Chef

**Monica Brown**  
Musician

**Nick Cannon**  
Multi-Faceted  
Entertainer

**Curtis Conway**  
Former NFL Star

**Gabriele Corcos**  
Chef, TV Personality

**Courtney 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**  
TV Host,  
Former NFL Star

**Ellie Krieger**  
Chef, TV Personality

**Nick Lachey**  
Musician, TV Personality

**Ali Larter**  
Actress

**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

# 2012 HONOR ROLL OF DONORS

*In another 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 people in America in fiscal year 2012.*

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 that are making a real difference in the lives of others and are committed partners in creating a hunger-free America.

## Leadership Partners

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From July 1, 2007 to June 30, 2012, 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 products at this level.



### CONAGRA FOODS AND CONAGRA FOODS FOUNDATION

Gary Rodkin, Chief Executive Officer

“Child hunger exists in our own backyard, right here in Omaha and in every city across the U.S. As a food company, we believe we have an obligation to help end food insecurity. That’s why for nearly two decades we have partnered with Feeding America in the fight against child hunger. We’re continuing to build on our leadership role by increasing awareness of the issue through programs like Child Hunger Ends Here, while investing millions of dollars and donating nearly 2 million meals a month to improve access to nutritious food for kids across the nation through the Feeding America network of food banks.”

### FOOD LION

Christy Phillips-Brown, Director, External Communications and Community Relations



“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 in the 10 states in which we operate. Together, we are making a difference in the fight against hunger because we believe Hunger Has a Cure.”



### GENERAL MILLS AND GENERAL MILLS FOUNDATION

Ken Powell, Chairman and Chief Executive Officer

“Our role as a top contributor to Feeding America reflects not only our dedication to alleviating hunger, but also our confidence in the organization’s ability to make an impact on people’s lives each and every day.”

## Leadership Partners

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### **KELLOGG COMPANY**

John Bryant, President and CEO

“At Kellogg Company, we know that adequate nutrition is an important ingredient in healthy lifestyles that allow children and families to reach their full potential. That’s why we provided approximately \$22 million in food and financial support to Feeding America and its network of food banks in 2011. We are proud of our partnership with the leading hunger-relief non-profit as together, we are nourishing families so they can flourish and thrive.”



### **THE KROGER CO.**

David B. Dillon, Chairman and Chief Executive Officer

“Bringing help and hope to the communities we serve is a longstanding commitment of the Kroger family of stores. For more than 30 years, we have worked side by side with Feeding America and its network of local food banks to fight hunger in the hundreds of locations across the country that our customers and associates call home. In 2011, our significant donations of food and funds provided the equivalent of 160 million meals to assist our neighbors struggling to put food on their tables. We are grateful for Feeding America’s leadership in our shared commitment to this critical issue.”



### **MONDELÉZ INTERNATIONAL, MONDELÉZ INTERNATIONAL FOUNDATION AND KRAFT**

Nicole R. Robinson, Senior Director Corporate Community Involvement, Mondelēz Global LLC, President, Mondelēz International Foundation

“At the Mondelēz International Foundation our community programs span the globe, but universally we know that ensuring access to fresh foods and wholesome snacks are essential elements of a healthy, joyful life. The foundation of our partnership with Feeding America has been rooted in innovation, collaboration and outcomes that make a difference for the 1 in 6 people in America who too often miss meals. To help close the gap, we’ve delivered over 1 billion servings of fresh foods through the Feeding America network and together we’re on track to deliver many more.”



## Leadership Partners

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### **PEPSICO AND PEPSICO FOUNDATION**

Sue Tsokris, Vice President, Global Citizenship and Sustainability

“PepsiCo and Feeding America have been partnering to make a difference in the lives of people across the country for over thirty years. All of us at PepsiCo, including key brands like Quaker, Tropicana, Frito-Lay, Pepsi, Gatorade, are proud to support communities in need through local soup kitchens and food banks. Together with Feeding America we are investing in the health of our communities and our collective future.”



### **SAM'S CLUB**

Rosalind Brewer, President and Chief Executive Officer

“We are proud to have reached this important donation milestone surpassing 100 million pounds over five years. In 2006, Sam's Club locations embarked upon a food donation program with Feeding America to support local food banks. This program grew from a few hundred locations to thousands company-wide. We're also extremely proud of our Sam's Club associates who volunteer and our members who've joined us in the fight against hunger in our communities.”



### **SUPERVALU**

Wayne Sales, President and CEO

“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.”

## Leadership Partners

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### TARGET

Laysha Ward, President, Target Community Relations

"Target is honored to partner with Feeding America to nourish hungry families nationwide. Through our support of education, we know that for many kids the meal they eat in school may be the only one they get all day. We're proud to work with Feeding America to create in-school food pantries so kids can focus on their studies instead of wondering where their next meal will come from. Together, we can end hunger and give all children the quality education they deserve regardless of race or socioeconomic status."



### WALMART AND THE WALMART FOUNDATION

Sylvia Mathews Burwell, President of The Walmart Foundation

"Walmart is committed to fighting hunger in America every day. We believe that when nonprofits and companies work together we can make long-term, positive change for the millions of people in America who struggle with hunger. As a long-standing partner with Feeding America, we appreciate and value their commitment to helping those in need and the services provided by food banks to communities across the nation."

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### SPECIAL THANKS

Feeding America is grateful to the former Idol Gives Back Foundation and the former Lincy Foundation for their significant contributions to our efforts to feed 37 million people each year.



The Lincy Foundation

## Mission Partners

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From July 1, 2007 to June 30, 2012, 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 products, or gifts of funds, food and grocery products at this level.



JPMORGAN CHASE & Co.

Jilot  
Family

THE KRESGE FOUNDATION

## Mission Partners

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Linda and Keith  
Monda



Morgan Stanley



The Starr  
Foundation



The David Tepper  
Charitable  
Foundation, Inc.

Tides  
Foundation



## 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, 2011 to June 30, 2012, the following organizations have made financial contributions of \$100,000 or more to advance the fight against hunger through a variety of programs, including child hunger programs, produce procurement, retail store pick up, mobile pantries, and hunger advocacy programs. 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-INDIVIDUALS

Doris Christopher  
Keith and Linda Monda  
Scott Randell  
Rosenthal Family Foundation  
Joyce L. Steier  
Michelle Yee and Reid Hoffman

### FINANCIAL-ORGANIZATIONS

7-Eleven, Inc.  
Abbott Fund  
Acosta Sales & Marketing  
Allstate Insurance Company  
The Allstate Foundation  
American Express Foundation  
America's Charities  
Ameriprise Financial  
Anonymous  
Automatic Data Processing Foundation  
Bank of America Charitable Foundation  
Barilla America, Inc.  
Bayer HealthCare LLC  
BJ's Charitable Foundation  
Howard G. Buffett Foundation  
Build-A-Bear Workshop  
C&S Wholesale Grocers, Inc. and C&S Charities, Inc.  
The Cheesecake Factory, Inc.  
Church & Dwight Co.  
Coinstar, Inc.  
ConAgra Foods and ConAgra Foods Foundation  
Conrad N. Hilton Foundation  
Costco Wholesale Corporation  
Coupons.com  
Darden Restaurants Foundation  
The Walt Disney Company

Dr. Phil Foundation  
Dunkin' Donuts and Baskin-Robbins Community Foundation, Inc.  
Edwin W. and Catherine M. Davis Foundation  
Fidelity Foundation and Fidelity Charitable  
Food Lion and Food Lion Charitable Foundation  
Ford Motor Company  
General Mills and General Mills Foundation  
Groupon, Inc.  
Hershey Family Foundation  
Hilton Worldwide Inc.  
The Hussman Foundation  
The J.M. Smucker Company  
John Deere Foundation  
Johnson & Johnson  
JPMorgan Chase  
Kellogg Corporate Citizenship Fund  
Kohl's Department Stores, Inc.  
The Kresge Foundation  
The Kroger Co.  
Mars, Inc.  
The MGive Foundation  
Mondeléz International, Mondeléz International Foundation and Kraft  
National Dairy Council  
Nationwide Insurance Foundation  
The Neiman Marcus Group  
Nestlé  
Newman's Own Foundation  
Oprah's Angel Network  
PepsiCo and PepsiCo Foundation  
Performance Food Group  
Procter & Gamble  
Project 7

PwC Charitable Foundation, Inc.  
Subway Franchisee Advertising Fund Trust  
SUPERVALU  
T.G.I. Friday's  
Tides Foundation  
Toppers Pizza, Inc.  
Trustees' Philanthropy Fund  
Twenty-Seven Foundation  
Two Degrees Food  
Tyson Foods, Inc.  
Unilever and Unilever United States Foundation, Inc.  
United Airlines Foundation  
Vanguard Charitable Endowment Program  
Veratone North America, Inc.  
Walmart and The Walmart Foundation  
WellPoint Foundation  
Wells Fargo Foundation  
Western Union Foundation  
The Wildflower Foundation, Inc.  
Winn-Dixie  
The Yum-o! Organization

### FOOD AND GROCERY PRODUCTS

Barilla America, Inc.  
BJ's Wholesale Club  
Bush Brothers & Company  
Costco Wholesale Corporation  
Cott Corporation  
DEL MONTE FOODS  
Dr. Pepper Snapple Group  
DS Waters Of America, Inc.  
Flowers Foods  
Green Mountain Coffee  
Hannaford Bros. Co.

Harris Teeter  
HyVee  
The J.M. Smucker Company  
J.R. Simplot Co.  
Kimberly-Clark Corporation  
Land O'Lakes, Inc.  
McCain Foods, Inc.  
McKee Foods Corporation  
MOM Brands  
Niagara Bottling, LLC  
Pinnacle Foods Group  
Ralcorp Holdings, Inc.  
S.C. Johnson  
Sara Lee Foods  
Save Mart  
The Schwan Food Company  
SeaShare  
Seneca Foods Corporation  
Smithfield Foods, Inc.  
Starbucks Coffee Company  
Sweetbay  
Trader Joe's  
Tyson Foods, Inc.  
United Natural Foods, Inc.  
Weaver Fundraising, LLC  
Whole Foods Market

## Partners

Feeding America's Partners are recognized for their generous financial support of Feeding America's mission of fighting hunger. From July 1, 2011 to June 30, 2012, these organizations have made cash contributions of \$5,000-\$99,999, which helped to feed more than 37 million people in America in need last year.

### INDIVIDUALS

#### \$50,000-\$99,000

James Annenberg La Vea Charitable Foundation  
Evelyn Muller

#### \$25,000-\$49,999

The Victor and Christine Anthony Family Foundation  
Margaret Buckman  
Kirsten and Lewis Cirne  
The Gwendolyn Jones Trust  
Anthony Moon  
Paul Morgan  
Paul W. Morgan, Jr.  
Katie and Ray Murphy  
Laurel Spellman Smith and Brian Smith  
Catherine and John Taylor  
Wolfen Family Foundation

#### \$10,000-\$24,999

James Albertelli  
Roy Arndt  
Joyce and Edward Backhaus  
Joseph Baranzano  
Christian Bastian  
Elizabeth Brass  
Noel and James Browne  
The Bunting Family Foundation  
Barbara and William Bush  
Margaret and Jack Caveney  
Karen and Tom Chapman  
Cogan Family Foundation  
Luisa Contreiras  
Barry Cope  
Rhoda and Michael Danziger  
J. Anthony Drake  
The Robert M. Ellis Foundation  
Richard Felsenthal  
Shelley and James Fishkin  
The Gettinger Family Foundation

Pamela and Thomas Green  
John Groendyke  
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Product donors are recognized for their generous contributions of food and grocery products from July 1, 2011 to June 30, 2012, which allowed the Feeding America network to provide emergency food relief to millions of individuals and families in fiscal year 2012.

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## Product Donors

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The following companies are recognized for their generous in-kind contributions to Feeding America from July 1, 2011 to June 30, 2012.

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	Food Shippers of America (FSA)	United Airlines
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## van Hengel Society

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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. Feeding America is grateful for the support from members of the John van Hengel Society.

Evelyn Adelman	Gail Dustin	Allen Jedlicka	Anita Puff
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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.

The Anonymous Endowment Fund for a Hunger-Free America	The Genberg-Lerman Family Endowment Fund	The Mary Ruth Herbers Fund	The Dr. Sonya Woods Anderson Endowment Fund
The Brichta-Crawford-Scott Memorial Endowment Fund	The Kenneth and Ethel Haber Endowment Fund	The Korth Family Foundation Endowment Fund	The Ashley L. and Lilian H. Woods Memorial Endowment
The Melinda Diane Genberg Endowment Fund	The Harding Educational and Charitable Foundation Endowment Fund	The Alice S. Marriott Endowment for the Prevention of Childhood Hunger	

## Matching Gifts

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The following corporations and foundations generously supported Feeding America with contributions of \$5,000 or more from July 1, 2011 to June 30, 2012 through a workplace giving campaign, an employee matching gift program, or both.

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**2012  
NETWORK  
MEMBERS**



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## Network Members

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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

Vermont Foodbank  
Barre, VT

Blue Ridge Area Food Bank, Inc.  
Verona, VA

Feeding America Southwest Virginia  
Salem, VA

FeedMore  
Richmond, VA

Foodbank of Southeastern Virginia  
Norfolk, VA

FoodBank of the Virginia Peninsula  
Hampton, VA

Fredericksburg Area Food Bank  
Fredericksburg, VA

Food Lifeline  
Shoreline, WA

Second Harvest Inland Northwest  
Spokane, WA

Huntington Area Food Bank, Inc.  
Huntington, WV

Mountaineer Food Bank  
Gassaway, WV

Feeding America Eastern Wisconsin  
Milwaukee, WI

Second Harvest Foodbank of Southern Wisconsin  
Madison, WI

# 2012 FINANCIALS



## Financial Statements

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In fiscal year 2012, Feeding America had operating expenses of \$1.6 billion, of which 98 percent went to program activities designed to advance our mission and vision. The program expenses included \$119 million in cash and \$1.5 billion of in-kind contributions, with all but \$916 thousand being donated food and grocery products. Feeding America and its member food banks across the country distributed those items to people in need.

Feeding America distributed \$29 million in grants to member food banks and agencies. Grants to members provided assistance for the operation of important programs such as Mobile Pantries, SNAP, Kids Cafe, BackPack Program and other programs advancing the mission.

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 [www.feedingamerica.org](http://www.feedingamerica.org).



KPMG LLP  
Aon Center  
Suite 5500  
200 East Randolph Drive  
Chicago, IL 60601-6436

### Independent Auditors' Report

The Board of Directors  
Feeding America:

We have audited the accompanying statements of financial position of Feeding America as of June 30, 2012 and 2011, and the related statements of activities, functional expenses, and cash flows for the years then ended. These financial statements are the responsibility of Feeding America's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Feeding America's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Feeding America as of June 30, 2012 and 2011, and the changes in its net assets and its cash flows for the years then ended, in conformity with U.S. generally accepted accounting principles.

**KPMG LLP**

September 20, 2012

KPMG LLP is a Delaware limited liability partnership, the U.S. member firm of KPMG International Cooperative ("KPMG International"), a Swiss entity.

## Statement of Financial Position

As of June 30, 2012 and June 30, 2011 (in thousands)

### ASSETS

<b>CURRENT ASSETS</b>	<b>FY2012</b>	<b>FY2011</b>
Cash	\$ 16,419	\$ 11,304
Short-term investments	2,353	5,931
Contributions receivable	16,263	16,448
Accounts and notes receivable, net	4,608	6,498
Other assets	1,157	502
<b>TOTAL CURRENT ASSETS</b>	<b>40,800</b>	<b>40,683</b>
Long-term investments	11,946	12,642
Contributions receivable, net	7,399	10,571
Notes receivable, net	476	1,315
Other assets	23	25
Furniture and equipment, net of accumulated depreciation of \$2,268 and \$1,966 in 2012 and 2011, respectively	1,932	2,003
<b>TOTAL ASSETS</b>	<b>\$ 62,576</b>	<b>\$ 67,239</b>

### LIABILITIES AND NET ASSETS

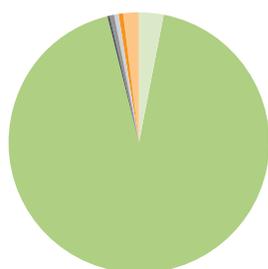
<b>CURRENT LIABILITIES</b>	<b>FY2012</b>	<b>FY2011</b>
Accounts payable and accrued expenses	\$ 12,576	\$ 12,578
Deferred revenue	350	312
Current portion of loan payable and other obligations	575	565
Current portion of leases payable	146	99
<b>TOTAL CURRENT LIABILITIES</b>	<b>13,647</b>	<b>13,554</b>
Loan payable	1,125	1,625
Leases payable	2,234	1,964
Other obligations	2,803	1,592
<b>TOTAL LIABILITIES</b>	<b>19,809</b>	<b>18,735</b>
<b>NET ASSETS</b>		
Unrestricted	15,468	15,172
Temporarily restricted	25,732	31,795
Permanently restricted	1,567	1,537
<b>TOTAL NET ASSETS</b>	<b>42,767</b>	<b>48,504</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 62,576</b>	<b>\$ 67,239</b>

## Statement of Functional Expenses

Year ended June 30, 2012 (in thousands)

	PROGRAM SERVICES		
	MEMBER SERVICES	FOOD PROCUREMENT	TOTAL MEMBER SERVICES
Salaries	\$ 3,677	2,914	6,591
Benefits and taxes	813	737	1,550
<b>TOTAL SALARIES AND RELATED EXPENSES</b>	<b>4,490</b>	<b>3,651</b>	<b>8,141</b>
Professional services and fees	2,055	399	2,454
Professional development	1	1	2
Supplies	43	14	57
Telecommunications	96	74	170
Publications and memberships	4	5	9
Advertising	1	—	1
Postage and shipping	18	4	22
Disaster purchases and transportation	—	341	341
Food sourcing and transportation	856	65,636	66,492
Occupancy	252	189	441
Insurance	11	8	19
Equipment and maintenance	284	29	313
Printing and production	61	15	76
Travel and business meetings	940	187	1,127
Special events	2	—	2
Software expense	273	5	278
Member grants	28,238	648	28,886
Miscellaneous	—	—	—
Depreciation	66	53	119
<b>TOTAL EXPENSES BEFORE DONATED GOODS AND SERVICES</b>	<b>37,691</b>	<b>71,259</b>	<b>108,950</b>
Donated goods and services	900	1,450,933	1,451,833
<b>TOTAL</b>	<b>\$ 38,591</b>	<b>1,522,192</b>	<b>1,560,783</b>

### PERCENT OF TOTAL EXPENSES



- Member Services 2.41%
- Food Procurement 94.98%
- Public Awareness and Education 0.27%
- Public Programs and Policy 0.23%
- Research and Analysis 0.11%
- Management and General 0.46%
- Fund Development 1.54%

NON-MEMBER SERVICES				SUPPORTING SERVICES			
PUBLIC AWARENESS AND EDUCATION	PUBLIC PROGRAMS AND POLICY	RESEARCH AND ANALYSIS	TOTAL PROGRAM SERVICES	MANAGEMENT AND GENERAL	FUND DEVELOPMENT	TOTAL SUPPORTING SERVICES	TOTAL EXPENSES
\$ 1,293	1,732	793	10,409	\$ 4,155	4,744	8,899	\$ 19,308
278	385	207	2,420	858	1,098	1,956	4,376
1,571	2,117	1,000	12,829	5,013	5,842	10,855	23,684
938	622	590	4,604	1,276	6,454	7,730	12,334
—	—	—	2	111	3	114	116
12	13	6	88	6	29	35	123
25	34	16	245	47	92	139	384
3	36	1	49	65	29	94	143
1,360	1	—	1,362	—	888	888	2,250
3	7	2	34	8	3,862	3,870	3,904
—	—	—	341	—	—	—	341
—	—	—	66,492	—	—	—	66,492
149	436	79	1,105	122	426	548	1,653
6	4	3	32	43	16	59	91
36	20	7	376	63	45	108	484
54	125	5	260	33	6,408	6,441	6,701
72	180	111	1,490	318	379	697	2,187
1	—	—	3	39	134	173	176
2	2	1	283	4	8	12	295
—	—	—	28,886	—	—	—	28,886
—	—	—	—	51	1	52	52
34	29	19	201	98	105	203	404
4,266	3,626	1,840	118,682	7,297	24,721	32,018	150,700
3	12	1	1,451,849	137	9	146	1,451,995
\$ 4,269	3,638	1,841	1,570,531	\$ 7,434	24,730	32,164	\$ 1,602,695

## Statement of Activities

Years ended June 30, 2012 and June 30, 2011 (in thousands)

### OPERATING ACTIVITIES

#### Public Support and Revenue

PUBLIC SUPPORT	FY2012			TOTAL
	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	
Individual contributions	\$ 28,540	586	—	\$ 29,126
Corporate contributions	18,840	9,681	—	28,521
Foundations	1,371	582	—	1,953
Corporate promotions	14,704	4,007	—	18,711
<b>TOTAL FUNDRAISING</b>	63,455	14,856	—	78,311
Donated goods and services	1,451,995	—	—	1,451,995
<b>TOTAL PUBLIC SUPPORT</b>	1,515,450	14,856	—	1,530,306
<b>REVENUE</b>				
Member fees	2,427	—	—	2,427
Conference fees	1,245	—	—	1,245
Other revenue	618	—	—	618
Food procurement revenue	62,603	—	—	62,603
Investment income	121	—	—	121
Investment return designated for operations	401	—	—	401
Net assets released from restriction	20,449	(20,449)	—	—
<b>TOTAL PUBLIC SUPPORT AND REVENUE</b>	1,603,314	(5,593)	—	1,597,721
<i>Expenses</i>				
<b>PROGRAM SERVICES</b>				
Member services	38,591	—	—	38,591
Food procurement	1,522,192	—	—	1,522,192
Public awareness and education	4,269	—	—	4,269
Public programs and policy	3,638	—	—	3,638
Research and analysis	1,841	—	—	1,841
<b>TOTAL PROGRAM SERVICES</b>	1,570,531	—	—	1,570,531
<b>SUPPORTING SERVICES</b>				
Management and general	7,434	—	—	7,434
Fund development	24,730	—	—	24,730
<b>TOTAL SUPPORTING SERVICES</b>	32,164	—	—	32,164
<b>TOTAL EXPENSES</b>	1,602,695	—	—	1,602,695
<b>INCREASE (DECREASE) IN NET ASSETS AS A RESULT OF OPERATIONS</b>	619	(5,593)	—	(4,974)
<b>NONOPERATING ACTIVITIES</b>				
Wills and bequests	451	—	—	451
Individual contributions	—	—	30	30
Investment return	(321)	(58)	—	(379)
Other	(19)	(412)	—	(431)
Investment return designated for operations	(401)	—	—	(401)
Loss on disposition of furniture and equipment	(33)	—	—	(33)
<b>CHANGES IN NET ASSETS</b>	296	(6,063)	30	(5,737)
<b>NET ASSETS AT BEGINNING OF YEAR</b>	15,172	31,795	1,537	48,504
<b>NET ASSETS AT END OF YEAR</b>	\$ 15,468	25,732	1,567	\$ 42,767

FY2011			
UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
\$ 30,683	7,777	—	\$ 38,460
12,220	12,452	—	24,672
14,391	686	—	15,077
15,035	3,526	—	18,561
72,329	24,441	—	96,770
1,066,245	—	—	1,066,245
1,138,574	24,441	—	1,163,015
2,375	—	—	2,375
1,155	—	—	1,155
1,003	—	—	1,003
51,556	—	—	51,556
176	—	—	176
698	—	—	698
17,211	(17,211)	—	—
1,212,748	7,230	—	1,219,978
43,796	—	—	43,796
1,129,453	—	—	1,129,453
5,922	—	—	5,922
3,832	—	—	3,832
1,080	—	—	1,080
1,184,083	—	—	1,184,083
10,119	—	—	10,119
21,474	—	—	21,474
31,593	—	—	31,593
1,215,676	—	—	1,215,676
(2,928)	7,230	—	4,302
681	—	—	681
—	—	40	40
1,135	216	—	1,351
(72)	(21)	21	(72)
(698)	—	—	(698)
—	—	—	—
(1,882)	7,425	61	5,604
17,054	24,370	1,476	42,900
\$ 15,172	31,795	1,537	\$ 48,504

## Statement of Cash Flows

Years ended June 30, 2012 and June 30, 2011 (in thousands)

### CASH FLOWS FROM OPERATING ACTIVITIES

	FY2012	FY2011
<b>CHANGE IN NET ASSETS</b>	\$ (5,737)	\$ 5,604
<b>Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities</b>		
Depreciation	404	518
Provision for uncollectible notes receivable	137	(2)
Deferred lease obligation	317	(75)
Net losses (gains) on investments	589	(1,133)
Contributions designated for long-term investment	(481)	(721)
<b>Changes in operating assets and liabilities:</b>		
<i>Contributions receivable</i>	3,108	(8,457)
<i>Accounts receivable and other assets</i>	1,069	(120)
<i>Accounts payable and accrued expenses</i>	(2)	2,922
<i>Deferred revenue</i>	38	(333)
<i>Other obligations</i>	1,221	1,251
<b>NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES</b>	\$ 663	\$ (546)

### CASH FLOWS FROM INVESTING ACTIVITIES

	FY2012	FY2011
Purchase of investments	\$ (46,258)	\$ (24,145)
Sale or maturity of investments	49,943	23,732
Acquisition of furniture and equipment	(333)	(658)
Issuance of notes receivable to members	(12)	(1,168)
Notes receivable repayments	1,131	1,190
<b>NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES</b>	\$ (4,471)	\$ (1,049)

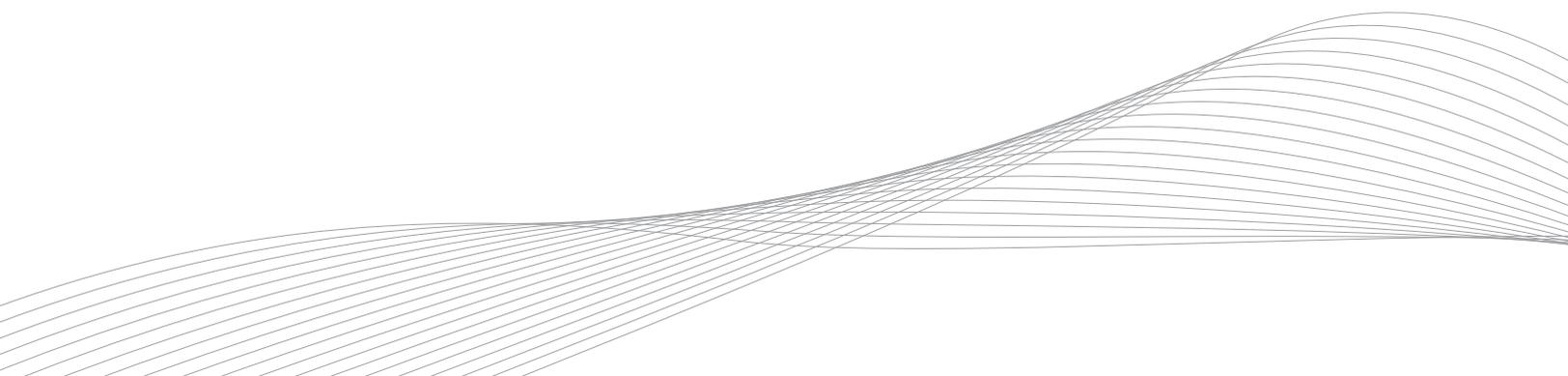
### CASH FLOWS FROM FINANCING ACTIVITIES

	FY2012	FY2011
Repayment of loan payable	\$ (500)	\$ (250)
Contributions designated for long-term investment	481	721
<b>NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES</b>	(19)	471
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	5,115	(1,124)
<b>CASH AT BEGINNING OF YEAR</b>	11,304	12,428
<b>CASH AT END OF YEAR</b>	\$ 16,419	\$ 11,304

## Acknowledgments

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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 Elizabeth Rowan Chandler, Director of Communication and Donor Stewardship, at [erowanchandler@feedingamerica.org](mailto:erowanchandler@feedingamerica.org) or 312.641.6428.





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