



A YEAR OF **CHANGE**

2020 ANNUAL REPORT

FROM THE CEO

While 2020 was fiscally the most difficult year in our organization; it also brought the most clarity to our mission. Two months into the year we found ourselves without 90% of our budget revenue, typically brought in by Hunger Projects. At that time we realized two things: First, greater fiscal stewardship and efficiency are critical to our business. Secondly, partnerships are essential to our mission.



We pivoted to building a technology platform that would allow us to see our entire business quickly and comprehensively, allowing immediate, actionable insight. Because our business is feeding families and children in need, we began to understand more about the effects of hunger than we'd ever known before. What resulted was America's first completely virtual food bank model, along with a network of over 30 virtual pantry partners comprised of corporate employers, CBO's and faith-based organizations across multiple regions and states.

These critical partners along with other supporters of our mission lifted us during a very difficult time and allowed us to grow in a way that was transparent and provided a means of measuring our outcomes.

As a result, we have learned that hunger is not just a food issue—it is a health crisis. This Annual Report includes self-reported data from our clients that support this finding. We know that to provide families with a healthier tomorrow, we must provide healthier food options, access to scaleable nutrition education, and provide insight on chronic illnesses that have physical, mental, and emotional affects.

We credit the support of Hunger Heroes like you, with this journey toward healthier outcomes for all. Our hope is to continue deepening partnerships and increasing impact in the lives of children for years to come.

Thank you,

Rick Whitted
President & CEO, U.S. Hunger



TABLE OF CONTENTS

Executive Summary	2
A Year of Change	3
Impact Summary	4
Hunger Projects	6
A Year of Change	8
Hunger Project Impact	9
Full Cart Program	10
Program Summary	12
Impact Summary	13
Self-Reported Data	14
Client Experience	16
Hunger & Health	17
International Highlight	18
Have Faith Haiti Mission	20
Financials	22
Thank You	26

EXECUTIVE

Feeding Children Everywhere (FCE) is a 501(C)3 impact organization dedicated to a healthier tomorrow. Through data analytics on the road, FCE provides support for low-income families. FCE began as an intern's idea to help with meal packing events. FCE has expanded its mission to include grocery delivery programs. FCE has become America's largest meal delivery service, shipped to homes across the country. FCE has evolved into a leading force in health through innovation.



FCE's work began as a disaster relief response to the 2010 Haiti earthquake. Over a decade later, it has distributed 140+ million meals (15+ million pounds of food) by activating more than 830,000 volunteers at meal packing events and delivering groceries directly to the home of low-income families and individuals through its Full Cart® program.

What makes Feeding Children Everywhere so unique is our ability to embrace change. After a decade, we understand that there are many ways to adapt and continue to focus on our mission of feeding people.

Adapting to changes that a worldwide pandemic brings is not just a collective societal obligation, it is in FCE's DNA. We are an organization that constantly asks how we can do things differently. In fact, we launched the Full Cart online food distribution program originally in 2018, to deliver boxes of groceries to people's front doors.

Pre-COVID, this Full Cart model accounted for approximately 15% of FCE's program activities as boxes were delivered to those who simply sought a lower-cost food option. For most of 2020, when events came to a halt, Full Cart comprised 100% of FCE's program activities as a virtual food bank, collaborating with corporate donors, community-based organizations, and private organizations.

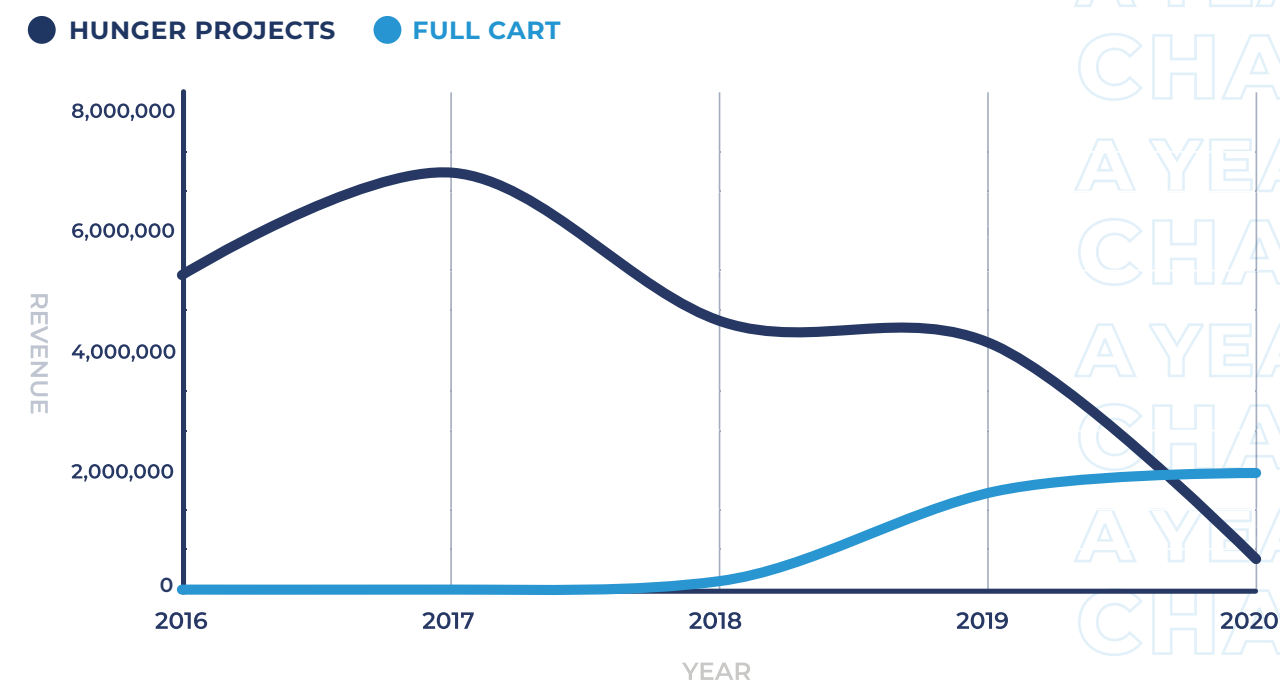
By the end of the year, we began our rebrand to U.S. Hunger. After almost a year of collecting and analyzing data, the name change represents an expansion in supporting all communities and ages experiencing food insecurity. This rebrand is part of an ongoing effort to better understand the overall health of the families we serve.

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2020 IMPACT

2020 was a year of change, but one thing remains constant - we feed people.



3,332,062
MEALS PACKAGED

231,867
FAMILIES FED



41% CHILDREN | 36% ADULTS | 23% SENIORS

68,647

TOTAL FULL CART PACKAGES
DELIVERED

60,075 + 5,639 + 2,933
STANDARD BOXES ESSENTIAL BAGS FULL CART FRESH



7,875,910
SHELF-STABLE FULL CART
MEALS DELIVERED

32,263

POUNDS OF FULL CART
FRESH PRODUCE DELIVERED



2,700
POUNDS OF FOOD SENT TO
HAVE FAITH HAITI MISSION
+ A TRUCK FULL OF SUPPLIES, CLOTHING, & TOILETRIES



HUNGER PROJECTS

Hunger Projects are high-energy meal packaging events that empower volunteers to make an impact in the fight against hunger.



A YEAR OF CHANGE

In 2020, the world stopped and so did our Hunger Projects. For most of the year, our Full Cart program comprised 100 percent of FCE’s program activities so that we could continue providing millions of meal servings for families in a safe and efficient way.

When our team woke up to that reality, we shifted into high gear; packing internally at our warehouse, brainstorming ways to support events virtually, and even testing socially distant packing models.

We are grateful for the thousands of Hunger Heroes who took a stand with us during an unprecedented year to continue fighting hunger.



2020 HUNGER PROJECT IMPACT



3,332,062
TOTAL MEALS PACKED*

59

HUNGER PROJECTS

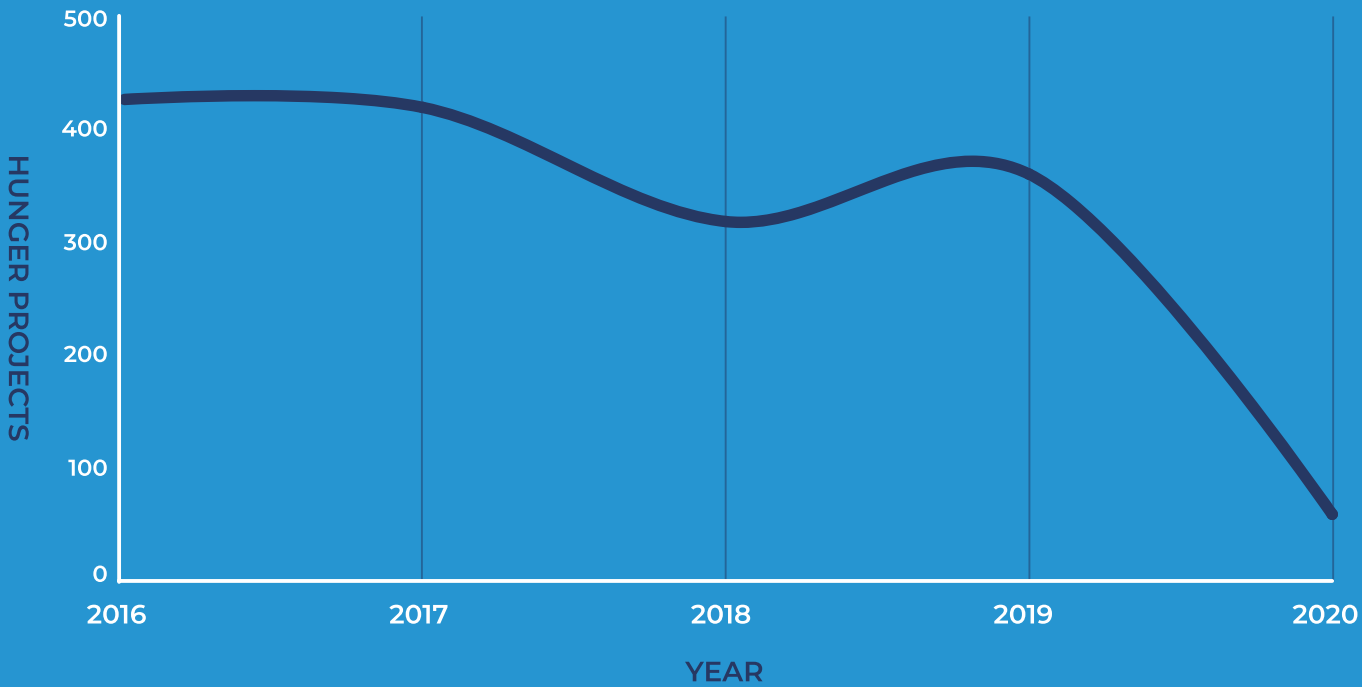


10,934

VOLUNTEERS

HUNGER PROJECT NUMBERS

Last 5 Years



*Includes FCE sponsored events and internal packing



FULL CART

Our Full Cart® program is designed to help address poverty-driven root causes of hunger while acting as a platform for engagement and collaboration across our network of partners.



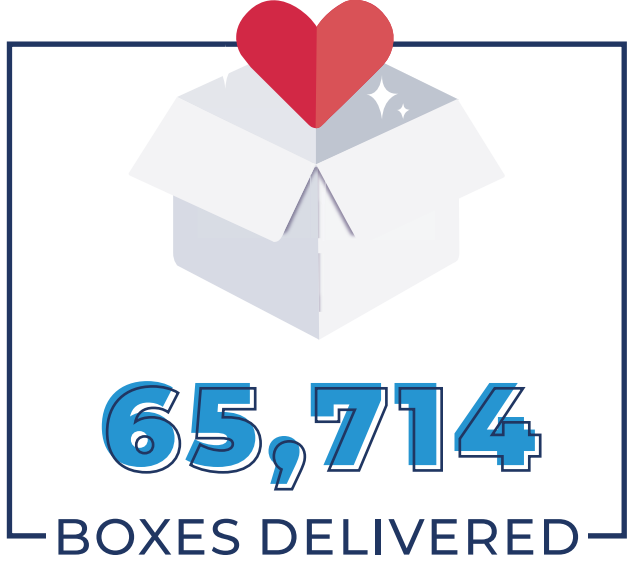
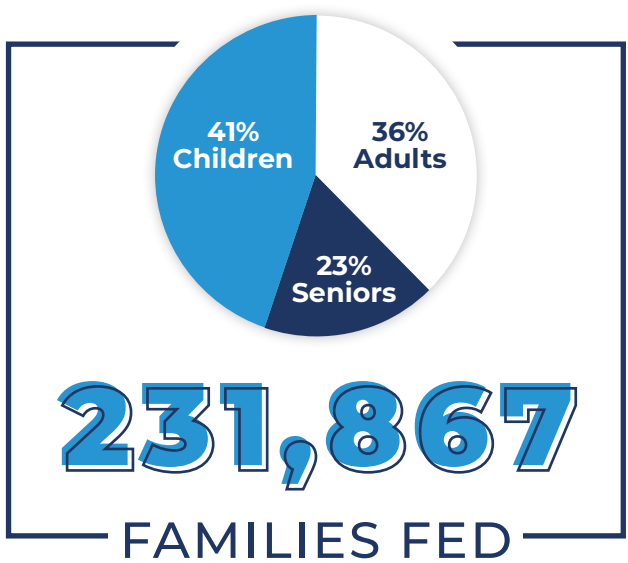
PROGRAM SUMMARY

Full Cart’s virtual food bank directly addresses food insecurity and health inequities in the U.S., by integrating leading-edge technology and a national distribution chain that ships nutritionally focused food boxes and cool insulated fresh produce directly to the front door. Through a combination of machine learning and predictive algorithms, we provide actionable insights into the most extreme cases of health and hunger, using our Full Cart® Fresh produce box to create better health outcomes. Full Cart® Fresh produce started with availability across 25+ states in the Southeast and Northeast regions of the U.S. and will continue to expand nationwide.

“I’m a mother of 4 and currently unable to work. My 2 youngest have nonverbal autism, ADHD, and my middle child suffers from depression. My oldest was diagnosed with Cancer last month and had to have emergency surgery! Bills are piling in from his surgery and all the therapies. We are barely getting by. This box of fresh food has been a godsend. Thank You!”
- *Chrissy W.*

“My paychecks go to my rent. Electric, car insurance, phone bill. So food is always the last thing I think about. I appreciate this program and everything you do. Thank you so much for this box.”
- *Tabatha*

IN 2020 ALONE, THERE WERE...



SELF REPORTED DATA

Using Tech For Good

ONLINE APPLICATION

Our online application inquires about specific food insecurity and health conditions; while leaving free form space for clients to share their hunger stories. This data is used to ensure that we give highest priority to the most urgent needs and use donation dollars as efficiently and effectively as possible.

PROPRIETARY SAAS PLATFORM

We have created a SaaS Platform (Software as a Service) that consolidates all of our business data into a single system. The SaaS Platform enables Staff to manage food insecurity projects and reports.

In the future, the SaaS Platform will serve as the technology base for software subscriptions, data solutions, and value-added data analytics services. This creates a revenue generating system to produce sustainability for our mission. Currently, the SaaS provides:

- **GEOMAPPING**

The Geo-mapping capabilities show food assistance requests, SDoH related data, and Full Cart services rendered all across the United States.

Enterprise-grade reporting shows dozens of correlations and analytics in high quality reports detailing the impact of various SDoH factors on our applicants.

- **ANALYTICS**

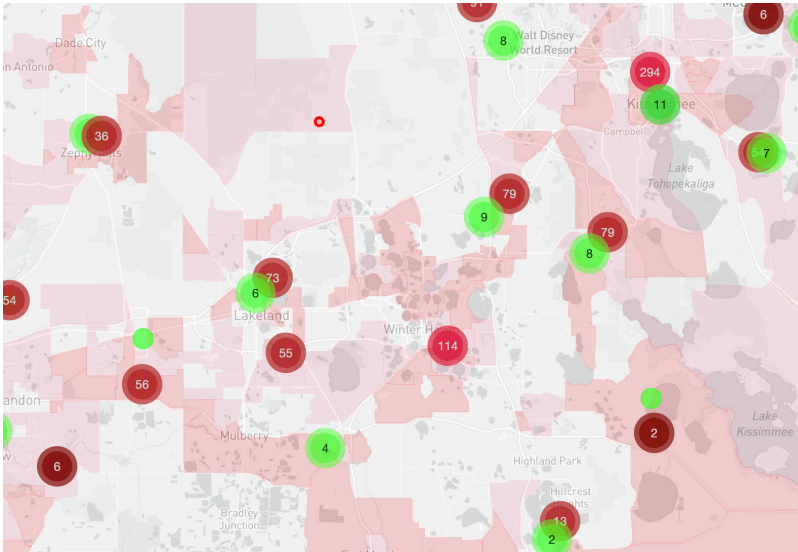
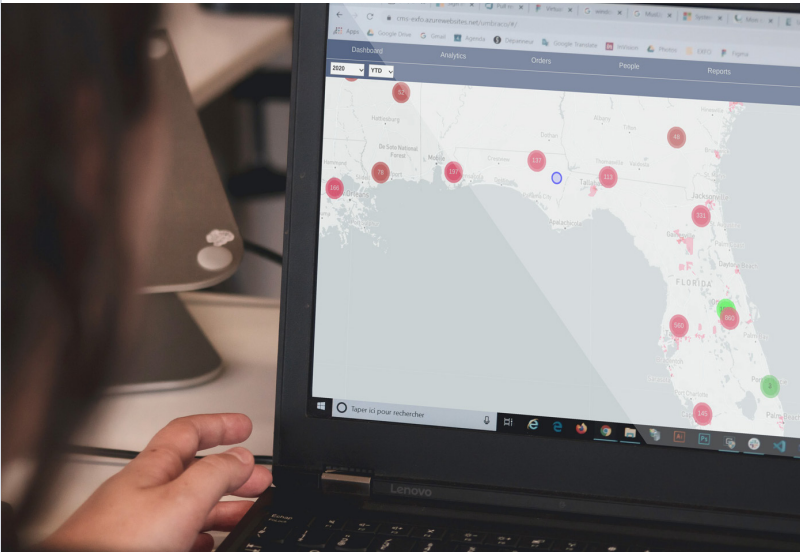
The platform has been designed to be extended with modules that will perform services such as; Predictive Analytics, SDoH based Machine Learning analysis - and eventually - scoring, referrals and forecasting powered by Artificial Intelligence.

- **B2B**

Eventually, our SaaS platform will be able to perform revenue generating B2B (business-to-business) transactions. These services will include direct ordering of Full Cart products, generating custom impact reports, or performing data analysis on submitted datasets.

MAPPING THE IMPACT

FOOD DESERTS FAMILIES IN NEED FOOD SHIPPED



ACTIONABLE INTELLIGENCE

Below is a data sample of 1,703 client survey responses collected in this pilot:

Do you have any medical conditions?



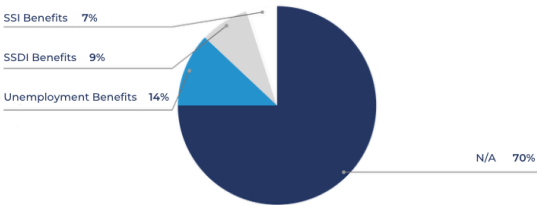
Can you afford to pay for your currently prescribed medications?



Only 1 in 4 people agree that healthcare is affordable for them.



Do you receive any of the following?



How do you most often consume food?



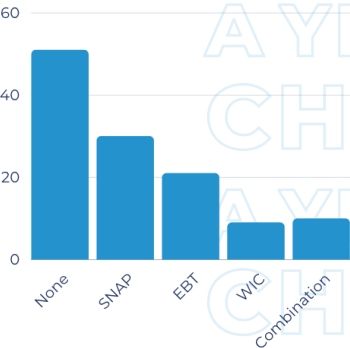
Do you have access to a kitchen?



If available, do you anticipate needing a second box of food? 91% of respondents need ongoing support at some level



Social Services Received



CLIENT EXPERIENCE

ENGAGING WITH DIGNITY & DISCRETION

We are honored to provide dignified and innovative solutions for families and individuals experiencing food insecurity. Our home deliveries are designed to be aesthetically pleasing, similar to home delivery from a meal prep or online grocery retailer. Our dedication to dignity adds an element of discretion that allows participants to receive nutritious foods in the comfort and safety of their home.

OPERATIONALIZING DIGNITY

According to the U.S. National Library of Medicine, providing food empathically creates a strong emotional and social connection. Our client experience team is built on this knowledge. We intentionally use all stages of our food delivery process (pre-order, in-transit, and post-delivery) as an opportunity to better understand the families and individuals we serve.

Combined with high-quality fresh food and direct home delivery, our goal is to wow individuals with an experience that says, **“You are worth it.”** This approach allows us to have deeper conversations and gain a more comprehensive understanding of the socioeconomic and environmental factors that determine health.

For accountability, we adopted the Net Promoter Score rating system (commonly used by Fortune 500 companies) to ensure dignity is in each client interaction, every time. This NPS survey breaks down respondents into three categories - Promoters, Detractors, or Passives - to make measuring every client’s experience efficient and accurate. Our leadership team reviews every verbatim on a monthly basis. Our team communicates with every client that scores as a detractor or passive. Through this rigorous process, we are able to operationalize dignity into our program.

NET PROMOTER SCORE



98%
NET PROMOTER SCORE*
(likely to refer close family & friends)



90%
OUR ORGANIZATION'S
MINIMUM GOAL

We read every survey verbatim to understand and improve our service delivery, engaging every applicant that gives <9. This feedback is then shared with partners.

**Full Cart Population surveyed through post delivery surveys.*



HUNGER & HEALTH

Full Cart directly addresses food insecurity and health inequities in the U.S., by integrating leading-edge technology and a national distribution chain that ships nutritionally focused food boxes and cool insulated fresh produce directly to the front door of low-income families and seniors in need. Through a combination of machine learning and predictive algorithms we provide actionable insights into the most extreme cases of health and hunger; guided by a health equity approach, using our Full Cart Fresh produce program to improve outcomes.

EXPAND HEALTHY FOOD OFFERING

According to a USDA report, the nutritional quality of food-at-home (FAH) purchased by low-income, food-insecure families lags significantly. For example, food-insecure homes spend 20% of their FAH budget at convenience stores and have fewer fruits, proteins, seafood, or plant proteins for every 1,000 calories than food-secure families.

Data from our nearly 47,000 food applicant surveys indicate that 3 of 5 food-insecure families have an average of 2.1 chronic illnesses. Thus, we expanded our program to include fresh produce, and are currently collaborating with the American Heart Association to develop a heart-healthy food box and a healthy kid snack box.

2.1
CHRONIC ILLNESSES
IN HOUSEHOLD
ON AVERAGE



3 OF 5
FOOD-INSECURE
FAMILIES



INTERNATIONAL HIGHLIGHT

Our international program allows us to continue feeding children everywhere while creating long-lasting relationships with orphanages and schools that we commit to supporting.

HAVE FAITH HAITI MISSION

As a homage to our founding name, Feeding Children Everywhere, we continue to serve hungry children around the world. Through our international program, we shipped a container packed with meals and supplies to one of our partners in Haiti working to make a difference for the lives of dozens of children. To maximize the impact of food distribution, we’re combining efforts with strategic community transformation projects that focus on setting these children up for success.

SCHOOL SUPPLIES

- 180 Notebooks
- 400 Markers
- 512 Crayons
- 430 Pens
- 96 Binders
- 48 Dividers
- 1 Telescope
- 44 Water Guns
- 14 Ink Cartridges
- 52 Dry Erase Markers
- 60 Scissors
- 1,000 Sheets of Construction Paper
- 120 Glue Sticks
- 18 Gallons Craft Paint
- 50 Pencil Pouches
- 15,000 Sheets of Loose Leaf Paper
- 300 Pencils
- 2,000 Index Cards
- 3,000 Sheet Protectors
- 52 Index Card Holders

FOOD

- (20) Boxes of Red Lentil Jambalaya
- (20) 50 lb Bags of Rice
- (20) 20 lb Bags of Vegetables

CLOTHING

- 45 Pajama Sets
- 90 Pairs of Socks

TOILETRIES

- 90 Body Wash
- 180 Tubes of Toothpaste
- 18,000 Vitamins

ENRICHMENT ITEMS

- Puzzles
- Scooters
- Coloring Books
- Nail Polish





FINANCIALS

FINANCIALS

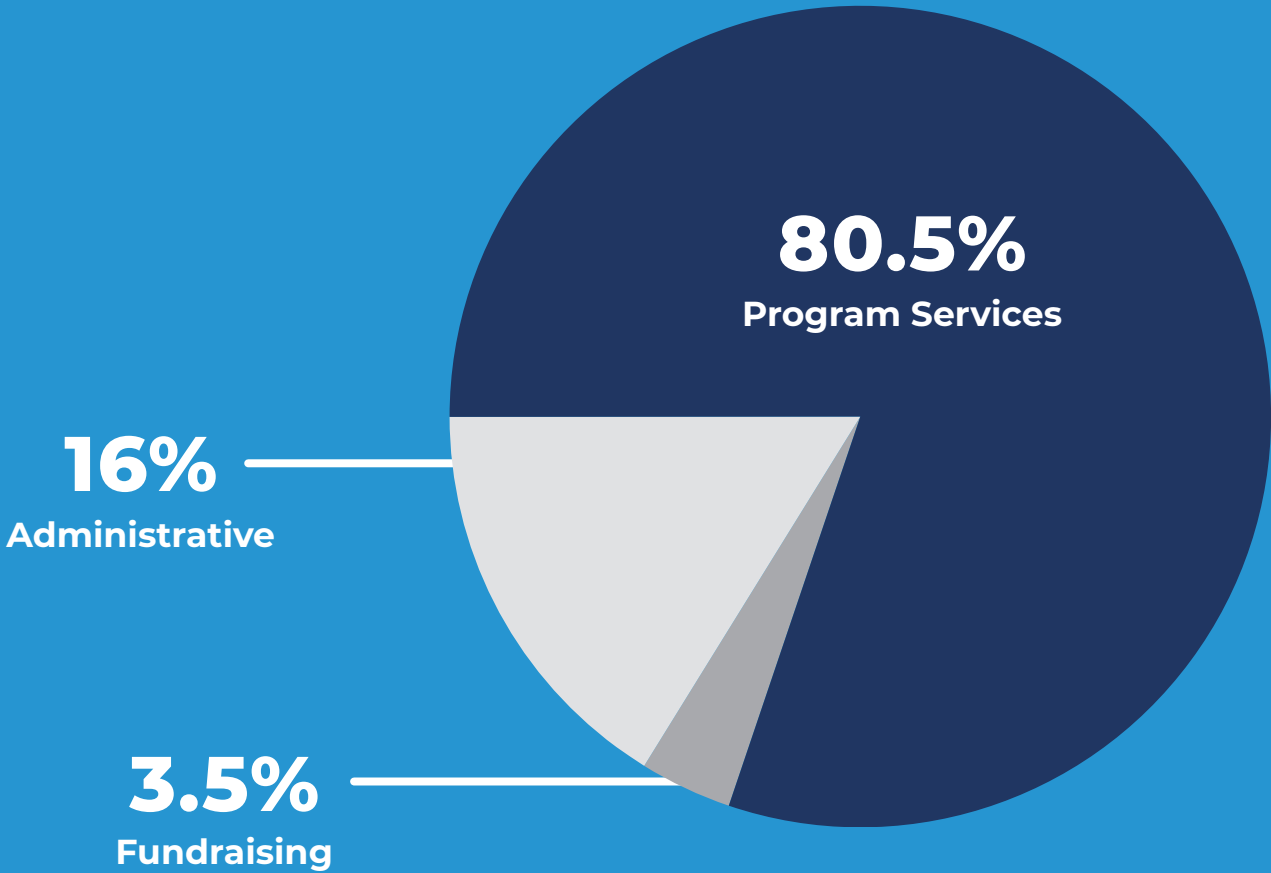
2020 was a year of tremendous impact and providing hope to millions of children and families in need.

\$3,606,473

TOTAL REVENUE

\$495,841

TOTAL NET ASSETS



CONSOLIDATED STATEMENT OF FINANCIAL POSITION AND ACTIVITIES

(Numbers in Thousands)

Assets:	Total
Cash	\$766
Grant Receivable	\$181
Prepaid Expenses	\$237
Property, Plant & Equipment (Net)	\$135
Other Assets	\$28

Total Assets	\$1,347
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Liabilities	\$851
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Net Assets:	
Without Donor Restrictions	\$252
With Donor Restrictions	\$244

Total Net Assets	\$496
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Total Liabilities & Net Assets	\$1,347
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Revenue:	Total
Contributions	\$2,810
Grants	\$617
In-Kind Contributions	\$105
Other	\$74

Total Revenues	\$3,606
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Functional Expenses:	
Program Services	\$3,885
Administrative	\$773
Fundraising	\$169

Total Expenses	\$4,827
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Increase (Decrease) in Net Assets	(\$1,221)
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THAT
TO OUR

While 2020 was a difficult year, it brought clarity to our mission and a renewed sense of our budget revenue. As we realized partnership with our community, we credit the support of our donors for the outcomes while deepening their families for years to come.

26 | 2020 ANNUAL REPORT

While 2020 was a difficult year, it brought clarity to our mission and the importance of our budget revenue. As a result, we realized partnerships that we didn't have before.

We credit the support of our donors for the outcomes while demonstrating the value of their contributions. We continue deepening our relationships with their families for years to come.

26 | 2020 ANNUAL REPORT

We credit the support of our donors for the positive outcomes while we continue deepening our impact on their families for years to come.



protiviti®
Face the Future with Confidence





2020 was a year of change, but one thing remains constant -
we feed people.

Amazing Hunger Heroes like you help us provide this food and hope for a
healthier tomorrow to millions of children and families in need!

FEEDING CHILDREN EVERYWHERE DOING BUSINESS AS



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