A YEAR OF CHANGE

2020 ANNUAL REPORT
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
EXECUTIVE SUMMARY

Feeding Children Everywhere (FCE) doing business as U.S. Hunger is an innovative 501(C)3 impact organization whose mission is feeding families today and uniting them to a healthier tomorrow. We address hunger by engaging volunteers, providing data analytics on the root causes of food insecurity, and creating access to nutritious meals for low-income families and individuals located primarily in food deserts. In 2010, FCE began as an international and domestic relief company that organizes volunteer meal packing events known as Hunger Projects. In September 2018, the nonprofit expanded its mission toward ending hunger by creating Full Cart®, a nationwide grocery delivery program that, at the advent of the Covid-19 pandemic, would become America’s first fully virtual food bank. With more than 124,000 food deliveries shipped to homes nationwide, and unique data analytics linking health and hunger, FCE has evolved into a strong SDOH platform that improves quality, engagement and health through in-home fresh produce delivery.

A YEAR OF CHANGE

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.

COMPANY PROFILE

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.
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

TOTAL MEALS PACKED*

3,332,062

HUNGER PROJECTS

59

VOLUNTEERS

10,934

HUNGER PROJECT NUMBERS

*Includes FCE sponsored events and internal packing

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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...

9,310,446
MEALS PROVIDED

1,006,071
POUNDS OF FOOD DONATED

231,867
FAMILIES FED

65,714
BOXES DELIVERED

39,417
APPLICANTS IN OUR VIRTUAL QUEUE
**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?**
  - Yes - 67%
  - No - 33%

- **Can you afford to pay for your currently prescribed medications?**
  - Yes - 46%
  - No - 38%
  - N/A - 16%

- **Do you receive any of the following?**
  - Social Security - 8%
  - Unemployment Benefits - 9%
  - Other - 9%

- **How do you most often consume food?**
  - I cook for myself - 92%
  - Someone else cooks for me - 5%
  - I eat take-out/fast food - 2%

- **Do you have access to a kitchen?**
  - Yes - 99%
  - No - 1%

If available, do you anticipate needing a second box of food? 99% of respondents need ongoing support at some level.
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.
Our international program allows us to continue feeding children everywhere while creating long-lasting relationships with orphanages and schools that we commit to supporting.
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

**SCHOOL SUPPLIES**

**FOOD**

**CLOTHING**

**TOILETRIES**

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

**Total Revenue**

$3,606,473

**Total Net Assets**

$495,841

### 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**

#### 80.5%

Program Services

#### 16%

Administrative

#### 3.5%

Fundraising

### Consolidated Statement of Financial Position and Activities

(Numbers in Thousands)

<table>
<thead>
<tr>
<th>Assets:</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$766</td>
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<tr>
<td>Grant Receivable</td>
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<tr>
<td>Prepaid Expenses</td>
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<td>Property, Plant &amp; Equipment (Net)</td>
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<td>Other Assets</td>
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<td><strong>Total Assets</strong></td>
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<td>Liabilities</td>
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<td><strong>Net Assets:</strong></td>
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<tr>
<td>Without Donor Restrictions</td>
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<td>With Donor Restrictions</td>
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<td><strong>Total Net Assets</strong></td>
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<tr>
<td><strong>Total Liabilities &amp; Net Assets</strong></td>
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<table>
<thead>
<tr>
<th>Revenue:</th>
<th>Total</th>
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<tr>
<td>Contributions</td>
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<tr>
<td>Grants</td>
<td>$617</td>
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<tr>
<td>In-Kind Contributions</td>
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<td>Other</td>
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<td><strong>Total Revenues</strong></td>
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<th>Functional Expenses:</th>
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<tr>
<td>Program Services</td>
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<td>Administrative</td>
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<td>Fundraising</td>
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<td><strong>Total Expenses</strong></td>
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<tr>
<td>Increase (Decrease) in Net Assets</td>
<td>($1,221)</td>
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While 2020 was a difficult fiscal 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 moment we realized partnerships are essential to our mission to continue feeding.

We credit the support of our generous partners with this journey toward healthier outcomes while delivering food to those who need it most. Our hope is to continue deepening our partnerships and joint impact in the lives of children and their families for years to come.

THANK YOU TO OUR CORPORATE PARTNERS
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!