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### Dear Friends,

As we celebrated our 30th anniversary, three words summed up the past year for Food Bank For New York City: **mission in motion**. The work we do hasn't changed. But the way we do it has. Fulfilling our mission means **constantly improving and evolving** to meet new demands and better serve New Yorkers. Our work in 2013 set the stage for even deeper innovation going forward.

When Hurricane Sandy struck in late 2012, it made clear the devastating impact of poverty in the face of natural disaster. Recovery will take time. But we will be here for Sandy survivors for as long as necessary—just as we will continue to be here for ALL of our neighbors in need.

Food Bank's network of 1,000 charities and schools has come together with our many partners to make sure that **no New Yorker is left behind**. Our strategic approach keeps moving forward in order to meet that goal. We laid the groundwork during Sandy, coming up with solutions THEN that enabled us to have a greater impact NOW.

For example, we built groundbreaking new partnerships and better leveraged existing

ones that continue to benefit the 1.5 million New Yorkers we serve. We widened the reach of our free income tax assistance program and ended up netting New Yorkers \$81 million in tax refunds in 2013. We provided \$1.4 million in disaster grants to member charities, increasing their capacity to serve their communities long after the storm. We used who we were to be what our city needed.

As devastating as it was, Sandy served as a valuable teacher—a dress rehearsal for another attack on our city that was just around the corner. As we closed out Fiscal Year 2013, a second disaster—this one man-made—was looming. Massive cuts to SNAP (food stamps) were being touted as an essential part of the Farm Bill, but we knew better. We knew that the loss of desperately-needed benefits would knock the wind out of 47 million

Americans—1.9 million of whom call our city home. So we moved forward again, this time with a **massive advocacy push**, bolstered by partnerships that stretched citywide, to stop the cuts and stem the tide of increased hunger.

We're far from done. This new crisis is now upon us, but we are prepared because of all that we learned in 2013. As the largest Food Bank in the country, we **provide** food and services responsible for 72.5 million meals a year. When a crisis hits, we're called upon to do even more. Everything we've accomplished on behalf of those we serve—not just this year, but every year—has been possible only because of supporters and partners like you. It is your commitment and involvement that propels us forward and enables our mission to remain in motion.

Sincerely,

Margarette Purvis

President and CEO





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### ON OCTOBER 29, 2012 EVERYTHING CHANGED.

Hurricane Sandy pummeled our city, and Food Bank For New York City suddenly became more than a hunger-relief organization. We became a first responder. We had seen our share of natural disasters before, and each time we made sure that emergency food continued to reach the tables of those who needed it most. But this time was different. Sandy dealt a devastating blow to New Yorkers, casting those already living in poverty deeper into its depths, and sending thousands of people to emergency food lines for the first time in their lives. Food Bank was there for them from Day One—and we're still there today.





### PEOPLE MAKE PARTNERSHIPS

Crisis brings out the best in New Yorkers, so it was no surprise that Food Bank's network of charities reached out to help people citywide, including Brooklyn-based Metro World Child. They trucked in boxes of food supplied by Food Bank to distribute to hungry families in other boroughs. As we worked with Metro World Child to fill this unprecedented need, we wondered, How can we get more food to more people in less time? The answer came from the most surprising of places: Toyota.



Have you heard of kaizen? It means continuous improvement, and thanks to our groundbreaking partnership with the Toyota Production System Support Center, which introduced us to this production approach, kaizen has become a game-changer for Food Bank's network. Within weeks, the folks from Toyota had completely overhauled the way Metro World Child packed and distributed boxes of food, making the process faster and residents' wait time on line shorter. Little changes, like using an assembly line and switching to smaller boxes, made a big difference in efficiency. The entire experience was captured in a video, "Meals Per Hour," that received one million views online and led to support from Toyota worth one million meals. Now we're leveraging Team Kaizen network-wide to truly maximize Toyota's donation of expertise.



"The Toyota team was fantastic. Their priority was to help us serve families in the most efficient manner. And Food Bank was a key asset; they did so much more than provide food. They connected us with new methods and resources that will serve us going forward."

### **Zanita Johnson**

METRO WORLD CHILD

"We have found our long-standing relationship with Food Bank For New York City to be extremely rewarding since their mission fits perfectly with BNY Mellon's philanthropic focus of helping people with basic needs, such as food and shelter. We are proud that our support has enabled Food Bank to have an even greater impact in helping New Yorkers well beyond Hurricane Sandy."



### **Daisey Holmes**

BNY MELLON'S HEAD OF PHILANTHROPY AND VOLUNTEER PROGRAMS IN THE NEW YORK REGION

MARY CATHERINE BROUDER





### A NEXT-LEVEL RESPONSE

We already had a connection with schools participating in our CookShop nutrition education program. So we tapped into those relationships and set up disaster pantries at schools in storm-stricken areas, where people could receive food to take home—the only source of emergency food for many. Coming up with transformational approaches like this one to fill gaps in service taught us the impact outside-the-box thinking could have—a lesson that would prepare us to deal with even bigger gaps created by looming SNAP cuts from Congress.

"I have three children, and I had to make sure that my kids had food to eat. The disaster pantry at P.S. 329 really helped us through a very difficult time. With the help of Food Bank, the school did an excellent job for the community."

**Zorida** Mohammed

PARENT FROM P.S. 329 IN CONEY ISLAND



242,893 MEALS for children and college students via our campus pantries

**Need goes deeper than immediate hunger**, especially in the midst of a disaster—be it natural or man-made. While emergency food is the priority, people need much more in order to get back on their feet, especially those who are barely getting by. Through our Volunteer Income Tax Assistance (VITA) program, we've helped struggling New York City families impacted by the storm get the tax refunds and food stamp benefits they desperately need—putting millions of earned dollars back into their pockets and boosting their food purchasing power.

Once again, Food Bank tapped into existing programming in an innovative way, this time leveraging our expertise in income support to combat the harsh "new normal" left in the wake of the storm. Today, we're using what we've learned to address the new crisis facing our city—one that has left millions of our neighbors more vulnerable than ever. People need benefits beyond food. Empowering our network to offer easy access to financially-based resources within communities helps fill that need.



" JPMorgan Chase is proud to have been able to support Food Bank's financial empowerment work in neighborhoods like Far Rockaway to help victims of Superstorm Sandy rebuild and thrive."

### Gayle Jennings-O'Byrne

VICE PRESIDENT, JPMORGAN CHASE GLOBAL PHILANTHROPY

JPMORGAN CHASE & CO.

"Food Bank For New York City has been very instrumental in New York Common Pantry's long-term relief work. Our strong partnership with Food Bank helped us manage increased demand after Sandy. Without the supplies and resources they provided, we would never have been able to develop our ad hoc Disaster Relief program, which is now poised to respond to other disasters."

Daniel S. Reyes
NEW YORK COMMON PANTRY

IELANIE DONEA/OF









### PLOTTING OUR PATH

It would take an innovative plan and robust partners to help New Yorkers rebuild their lives. Recovery began with our 90,000-square-foot warehouse in the Bronx—the hub for food distribution to every borough in the city. But it didn't end there.

Our relief efforts had to continue well beyond those first weeks and months. That's why, early on, we developed regular routes to 12 of our most capable charity partners, including Bed-Stuy Campaign Against Hunger, New York Common Pantry, Project Hospitality and The River Fund. What began as an ongoing emergency food delivery system to hard-hit neighborhoods has now turned into a sustainable network of charities offering much more than food—simply put, a community lifeline.

Food Bank's new mobile disaster response centers, made possible with support from the American Red Cross, are another lifeline for struggling New Yorkers. These RVs, equipped with drivers, office space and WI-FI, will make our ongoing work even more impactful by bringing benefits assistance, such as access to food stamps, directly to the people.

"The lessons we learned from Sandy have expanded the scope of our network. Many of our members are now equipped with disaster preparedness and business continuity plans to ensure the continuous flow of food across New York City, no matter what the next crisis may be. Our goal is to create sustainability and provide an avenue to permanent solutions to hunger."

Dr. Camesha Grant FOOD BANK FOR NEW YORK CITY







### **DIVERSITY OF NEED**

After Sandy, we expected increased need and difficulty distributing food to ravaged neighborhoods. But the storm also left something unexpected in its wake: a lack of kosher food in the emergency supply. That was a real eye-opener. Disaster response calls for emergency food that not only is shelf-stable and ready to eat, but also meets special dietary, religious and cultural needs. Otherwise, vast communities across our city will be unable to eat. Fortunately, with the help of member charities like Masbia and the Jewish Community Council of the Rockaway Peninsula, we were able to set up kosher disaster pantries in Sandy-affected neighborhoods.

The lack of kosher emergency food was one of several issues that came to light in the aftermath of Sandy. We knew that we needed to be proactive now in order to prevent similar challenges later. So Food Bank convened a Disaster Response Roundtable attended by various experts who have partnered with us to ensure a seamless response in the event of another disaster.

"I'm 70 years old and care for my son, who is disabled.
We keep kosher, so being able to get enough kosher food is very important. I'm glad that Food Bank has a kosher agency right in my community. I couldn't manage without them."

Levana Levy
FAR ROCKAWAY RESIDENT



# YEARIN



### NYC'S CONFERENCE ON HUNGER AND POVERTY

More than 500 people gathered at the New York Marriott Marquis to learn innovative ways to expand their charities and better serve their communities.

### **SPECIAL REPORT**

Food Bank's special research report NYC Hunger Experience 2012: One City, Two Realities revealed a widening gap between New Yorkers who can easily afford food and those who cannot



### MSNBC COVERS HUNGER CLIFF

**MSNBC** picked up Food Bank's Hunger Cliff and helped us share this important story with the world.



### A HELPING HAND

The leadership of people like **Sandra Lee** and **Lee Schrager**, and hands-on support from friends like **Madison Cowan**, helped us kick-start our Sandy relief efforts.

### FOOD NETWORK NEW YORK CITY WINE & FOOD FESTIVAL

Thank you to the many celebrity chefs, including **Tom Colicchio**, guests and volunteers who came out to help fight hunger. Your support allowed us to provide more than 500,000 meals to New Yorkers in need.



## FEEDING\* AMERICA 2013 Hunger's Hope Awards Innovation: Strengthen Food Bank for New York City

### T.E.N. TAKES TOP PRIZE

Food Bank's Tiered Engagement Network (TEN) approach to fighting hunger and reducing poverty received the 2013 Innovation Award from Feeding America.



### **FOOD BANK 2 GO**

Many of our corporate partners decided to bring the volunteer experience to their offices. Thank you to Food Network, Glacéau, McGraw Hill Financial and Pimco.



### **WOMEN TAKING ACTION**

Food Bank's Hunger Crisis Forum: Women Taking Action For Women brought together New York City's top female nonprofit leaders to discuss hunger's effect on women and children and develop an action plan to help alleviate the impact.



### VOLUNTEERS MAKE THE DIFFERENCE

We threw our first annual appreciation party at Frames NYC to thank our hardworking volunteers for their service. It was a fun night of bowling, dancing and prizes.

### **LEGISLATIVE BREAKFAST**

Ending food poverty and safeguarding the hunger safety net were the main topics of discussion for hunger-relief advocates and political leaders who participated in Food Bank's inaugural Legislative Breakfast.



### **CAN DO AWARDS**

Food Bank's 2013 Can Do Awards Dinner in April, celebrating our 30th anniversary, was the best yet! With our partner and Can Do sponsor, Bank of America, we welcomed more than 650 enthusiastic supporters, including Chelsea Clinton, who came out to help Food Bank commemorate three decades of service in the fight against hunger. Over the years, many supporters have joined in our mission to end hunger, and that night we honored several of those pivotal players: Mario Batali and Susi Cahn, Food Bank founder Kathy Goldman, Delta Air Lines, and Diane Sawyer & The ABC News "Hidden America" Team. We also presented **Target** with our Mission Partner Award for its commitment to fighting child hunger. Because powerful images are worth a thousand words, we were thrilled to showcase our inspiring and uplifting video, Home, directed by noted photographer Nigel Parry, which showcased Food Bank's work, our supporters and the 1.5 million New Yorkers we serve. Rock icon Jon Bon Jovi closed out the night as our special musical guest, wowing the crowd with some of his biggest hits.



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### CONSOLIDATED STATEMENT OF FINANCIAL POSITION

### ASSETS

. 130210	2013	2012
Cash and cash equivalents	\$6,194,032	\$4,168,473
Investments	4,558,210	4,306,534
Government grants receivable	2,934,588	3,475,824
Contributions receivable	1,480,233	1,889,730
Accounts receivable, less allowance for doubtful accounts of \$11,029 in 2012	146,759	147,023
Prepaid expenses and other assets	357,375	448,107
Security deposits	131,728	127,424
Purchased products inventory	2,428,040	1,026,843
Donated food inventory	797,139	1,606,119
Property and equipment, net	4,258,902	4,423,040
Investment in Hunts Point Cooperative Market, Inc. (HPCM), net	255,319	279,370
Deferred mortgage costs	20,282	21,294
TOTAL ASSETS	\$23,562,607	\$21,919,781

### **LIABILITIES AND NET ASSETS**

	2013	2012
LIABILITIES		
Accounts payable and accrued expenses	\$2,808,043	\$932,290
Accrued salaries and employee benefits	974,612	888,155
Contract advances	174,056	174,056
Deferred rent	595,450	430,562
Mortgage loan payable	2,363,841	2,418,952
TOTAL LIABILITIES	\$6,916,002	\$4,844,015
NET ASSETS		
Unrestricted		
Board-designated	\$4,250,000	\$4,000,000
Property and equipment and investment in HPCM	4,514,221	4,702,410
Undesignated	5,451,463	5,626,619
Total unrestricted	14,215,684	14,329,029
Temporarily restricted	2.380.921	2,696,737
Permanently restricted	50,000	50,000
TOTAL NET ASSETS	\$16,646,605	\$17,075,766
TOTAL LIABILITIES AND NET ASSETS	\$23,562,607	\$21,919,781

### CONSOLIDATED STATEMENT OF

### **ACTIVITIES**

### **OPERATING SUPPORT AND REVENUE**

OFERATING SUFFORT AND REVENUE	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	2013 TOTALS	2012 TOTALS
SUPPORT					
Donated food received	\$32,172,954			\$ 32,172,954	\$41,728,441
Foundations and corporations	10,285,685	3,342,765		13,628,450	8,300,607
Individuals	8,791,624			8,791,624	6,280,669
In-kind contributions	498,824			498,824	386,411
Special events (net of direct costs of \$906,841 in 2013 and \$392,517 in 2012)	2,002,066			2,002,066	1,555,533
Net assets released from restrictions	3,474,400	(3,474,400)			
TOTAL SUPPORT	\$57,225,553	(\$131,635)		\$57,093,918	\$58,251,661
REVENUE					
Government contracts	\$15,480,083			\$15,480,083	\$15,037,705
Shared maintenance	137,978			137,978	372,213
Sale of food and paper products	1,243,940			1,243,940	1,521,625
Other income	81,365			81,365	54,317
TOTAL REVENUE	\$16,943,366			\$16,943,366	\$16,985,860
TOTAL SUPPORT AND REVENUE	\$74,168,919*	(\$131,635)		\$74,037,284	\$75,237,521

<sup>\*</sup> In Fiscal Year 2013, Food Bank managed and distributed \$70.3 million in food product: \$33 million was donated, \$10.5 million was wholesale-purchased, and \$26.8 million was government-contracted, the last of which is not considered a donation or an asset on Food Bank's financial statements.

If the government-contracted food product were included, total support and revenue for Fiscal Year 2013 would be approximately \$100,968,919.

### **EXPENSES**

PROGRAM SERVICES				
Food, storage and distribution	\$52,181,770		\$52,181,770	\$57,440,725
Research and policy	2,744,369		2,744,369	1,790,702
Nutrition services and education	3,620,816		3,620,816	3,684,748
Community Kitchen and pantry	1,527,196		1,527,196	1,452,669
Income policy	3,027,101		3,027,101	2,076,301
Benefit access	2,699,966		2,699,966	1,732,185
TOTAL PROGRAM SERVICES	\$65,801,218		\$65,801,218	\$68,177,330
SUPPORTING SERVICES				
Management and general	\$5,468,600		\$5,468,600	\$3,956,035
Fundraising, including donated advertising of \$2,600 in 2013 and \$94,140 in 2012	3,240,871		3,240,871	3,115,555
TOTAL SUPPORTING SERVICES	\$8,709,471		\$8,709,471	\$7,071,590
TOTAL EXPENSES	\$74,510,689		\$74,510,689	\$75,248,920
CHANGE IN NET ASSETS - OPERATING	(\$341,770)	(\$131,635)	(\$473,405)	(\$11,399)

### NON-OPERATING SUPPORT AND REVENUE

SUPPORT FOR CAPITAL EXPENDITURES					
Foundations and corporations					200,000
Net assets released from restrictions	185,491	(185,491)			
OTHER NON-OPERATING					
Investment income	42,934	1,310		44,244	38,113
CHANGE IN NET ASSETS - NON-OPERATING	\$228,425	(\$184,181)		\$44,244	\$238,113
CHANGE IN NET ASSETS	(\$113,345)	(\$315,816)		(\$429,161)	\$226,714
NET ASSETS AT BEGINNING OF YEAR	\$14,329,029	\$2,696,737	\$50,000	\$17,075,766	\$16,849,052
NET ASSETS AT END OF YEAR	\$14,215,684	\$2,380,921	\$50,000	\$16,646,605	\$17,075,766

### **WE GRATEFULLY ACKNOWLEDGE OUR** SUPPORTERS WHO MAKE **OUR WORK POSSIBLE**

### \$1 MILLION+

Anonymous (1) The American Red Cross Mayor's Fund To Advance New York City Robin Hood Single Stop USA Lois & Arthur Stainman

### \$250,000-\$999,999

### Anonymous (1)

New York City Wine and Food Festival The New York Community Trust The Starr International Foundation Stavros Niarchos Foundation Target Corporation

### \$100,000-\$249,999

Anonymous (3) Altman Foundation Bank of America Corporation Mario Batali Foundation **BNY Mellon** Estate of Marian Butler Century 21 Department Stores, LLC Coach Foundation Credit Suisse Delta Air Lines, Inc. Rihanna Fenty The Hearst Foundations Mary J. Hutchins Foundation, Inc. Intuit Financial Freedom Foundation JPMorgan Chase & Co. The William R. Kenan Charitable Trust McGraw Hill Financial MetLife Foundation New York Yankees Newman's Own Foundation The Louis & Harold Price Foundation Erica & Eric Schwartz H. van Ameringen Foundation Denise & Dean Vanech Wal-Mart Foundation

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Popular Community Bank **PricewaterhouseCoopers** Carolyn & Stephen Reidy

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The Wasily Family Foundation

Russell Sage Foundation

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The Friars Foundation

Dharma Drum Mountain Buddhist

Creative Artists Agency

Mark & Susan Dalton

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**Hunts Point Cooperative Market** 355 Food Center Drive, Bronx, NY 10474 **t:** 718.991.4300 | **f:** 718.893.3442

### Community Kitchen & Food Pantry

252 West 116th Street, New York, NY 10026 **t:** 212.566.7855 | **f:** 212.662.1945

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