

Ending Hunger Together

ANNUAL REPORT 2019 - 2020





A Year Like No Other

As you may know, my time at the Food Bank is winding down after almost 33 years, and I'll be retiring. I am reflecting on my time here which has been bookended by disasters: the 1989 Loma Prieta earthquake and the COVID-19 pandemic. Within those bookends are the millions of people who were able to put food on the table because of our help. I want to thank donors like you for being there every step of the way.

Together this past year, we faced the overlapping crises of the pandemic, job loss, racial inequity, and wildfires. The pandemic was like a natural disaster in that within a week, businesses shuttered, thousands of our neighbors lost their jobs, and more people sought our help than ever before.

While it was the most challenging year in the Food Bank's history, we also grew in ways we never thought possible in a single year. In 2020, we served almost double the number of households. We opened new pantries and we expanded our weekly home-delivered grocery service to 12,000 seniors sheltering at home. We couldn't have done it without the support of our donors and volunteers. Thanks to your generosity, we didn't hesitate to rent more warehouse space, get more equipment, hire more staff, buy more food, and try new things to meet the moment. And we were successful. The challenge now is how we transform this sprint into a marathon.

We are still facing multiple crises which put a magnifying glass on existing food insecurity and its root causes. Every day the pandemic and the economic recession continues means another day that those



who are most vulnerable to food insecurity fall into its grip. While I'm glad we are there for them, our real goal is not how can we serve more people, but how can we change our society so that food banks are less necessary. Addressing the root causes of hunger while sustaining our pandemic-level services is the work our new executive director, Tanis Crosby, takes on today.

Tanis and I are overlapping as she gets up to speed, and here is what I've come to know: She is not someone who stays in her office waiting to be briefed. She goes out into the warehouse and field every day, meeting our participants and staff, finding out what's working, what's not, and absorbing our culture. She is highly engaged and highly capable.

Under Tanis' leadership, the organization is poised for ongoing success, and I know that the entire Food Bank community will continue to step up to meet these challenges alongside her. With your support, we can remain that beacon of care, compassion, community, and change for our neighbors in need, while always striving toward our larger goal of ending hunger.

Thank you to everyone who has contributed over my 33 years to the Food Bank. I feel an incredible sense of gratitude for our friendship, partnership, and sense of community.

With gratitude,

Paul Ash,
Executive Director



BY THE NUMBERS

WITH YOUR GENEROUS SUPPORT IN FISCAL YEAR 2019-20



WE DISTRIBUTED
128,000 MEALS
EVERY DAY, TOTALING
56M LBS OF FOOD



55,000
HOUSEHOLDS
RELIED ON US EVERY WEEK



WE PARTNERED WITH
384 ORGANIZATIONS
IN OUR COMMUNITY INCLUDING SOUP
KITCHENS, SCHOOLS, AND HOUSES OF
WORSHIP TO NOURISH OUR COMMUNITY



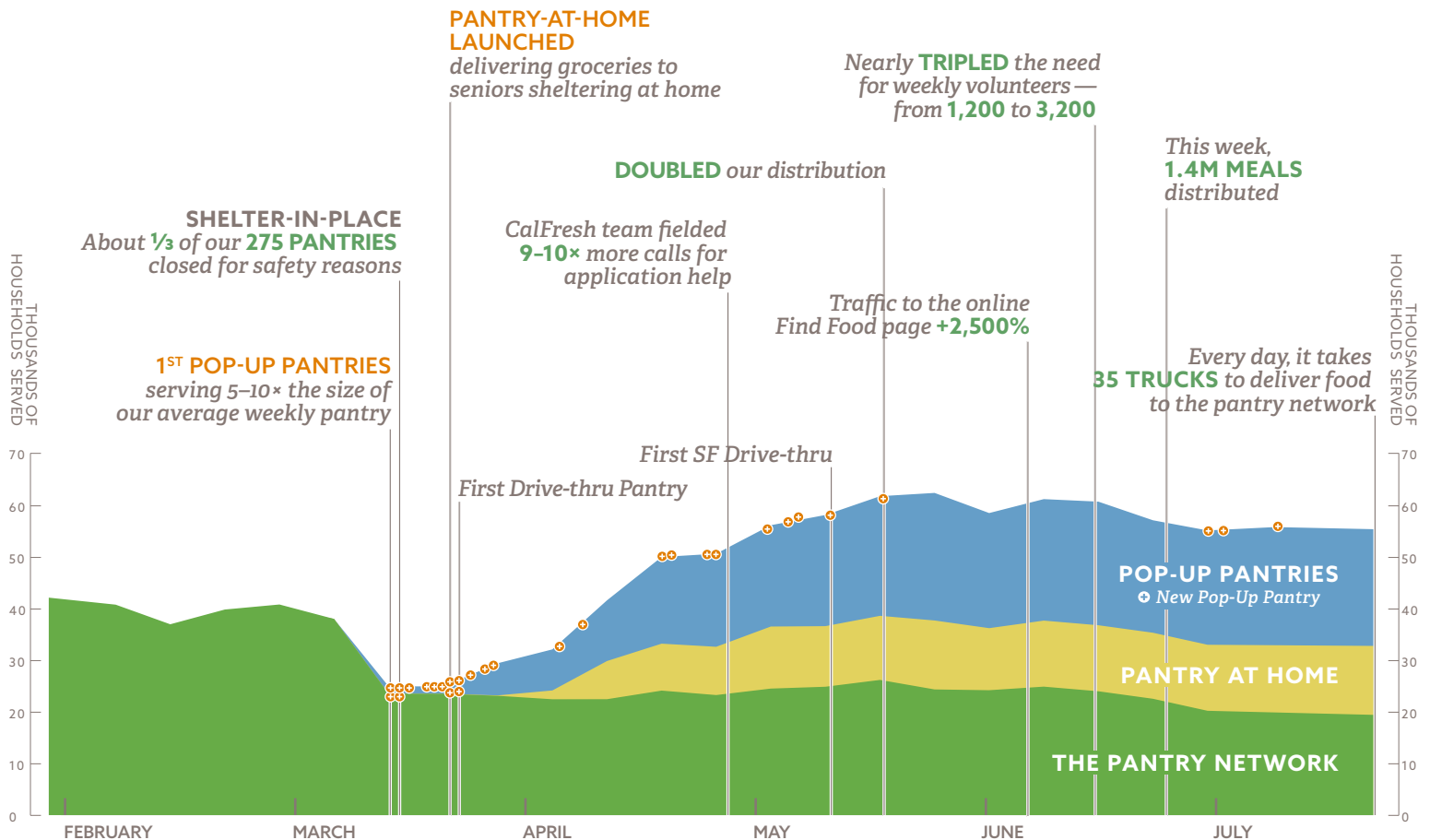
OUR STAFF HELPED
5,300 HOUSEHOLDS
APPLY FOR CALFRESH
(FOOD STAMPS), PROVIDING
\$9.6M IN BENEFITS



WE HOME-DELIVERED
GROCERIES TO
12,000 SENIORS
AND PEOPLE WITH DISABILITIES



WE ENGAGED
53,000 VOLUNTEERS
WHO HELPED PACK
32M LBS
OF FRESH FRUITS AND VEGETABLES





THE NEED

IN SAN FRANCISCO AND MARIN MARCH-JUNE, 2020

UNEMPLOYMENT CLAIMS MARIN COUNTY

43,500+

SF, BY ZIP CODE

20,000+

10,000

5,000

1,000

100

0

San Francisco, mid-March-June,
SF Human Services Agency

Marin, March-June,
Employment Development Department

MARIN
COUNTY

FOOD LOCATOR* SEARCHES BY ZIP CODE

3,000+

2,000

1,000

500

100

10

*foodlocator.sfmfoodbank.org

SAN
FRANCISCO
COUNTY

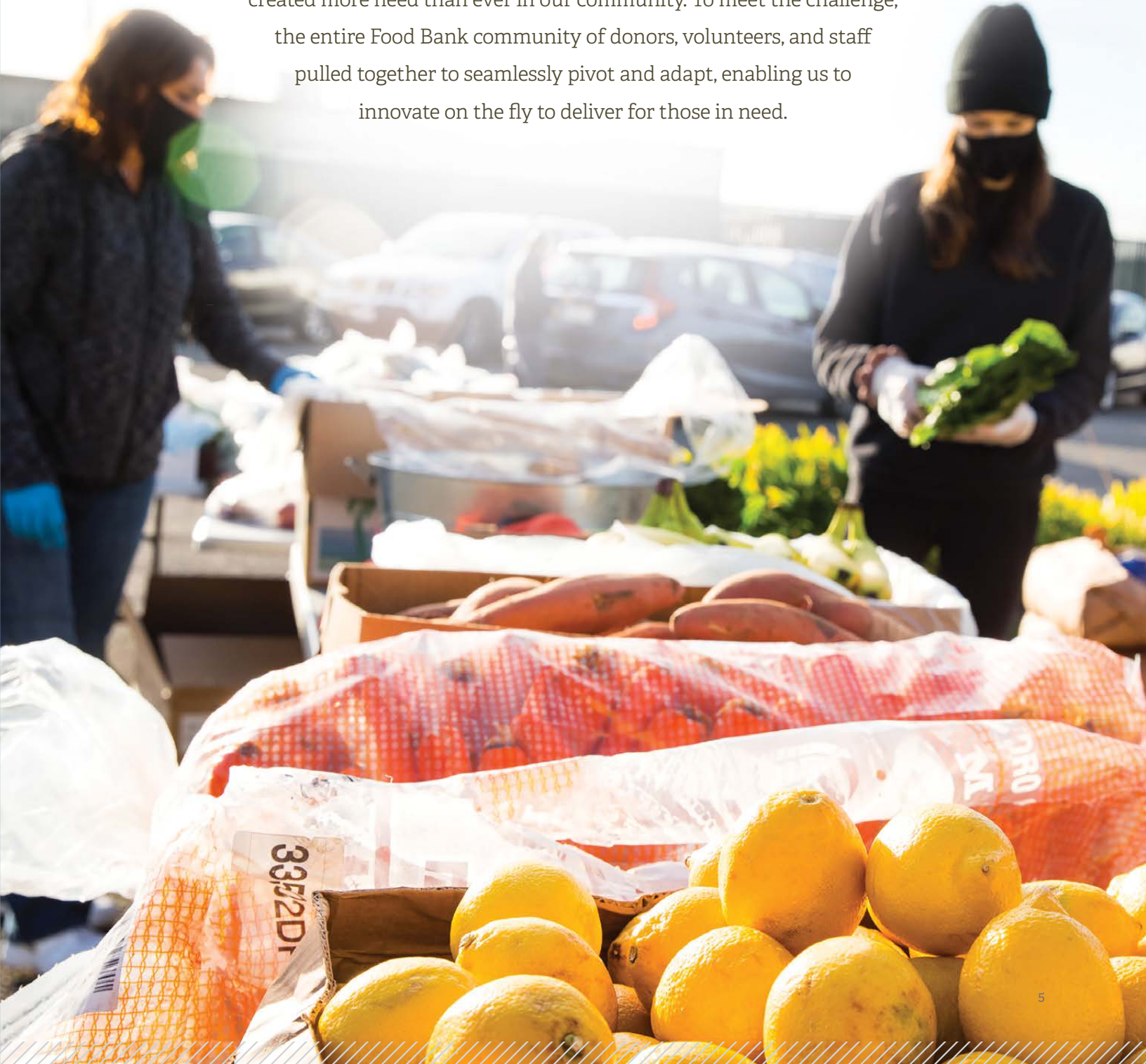
PANTRY LOCATIONS





Rising to the Challenge

The COVID pandemic upended the Food Bank's supply chain—changing the way we purchase, store, handle, and distribute food—even as the resulting shutdown created more need than ever in our community. To meet the challenge, the entire Food Bank community of donors, volunteers, and staff pulled together to seamlessly pivot and adapt, enabling us to innovate on the fly to deliver for those in need.





When COVID hit, everyone's life was turned upside down. Unemployment, lost wages, and economic strain affected our area deeply. Thousands of people found themselves turning to the Food Bank for the first time, while those who were struggling before the pandemic slipped deeper into food insecurity. The Food Bank's participant numbers nearly doubled. The skyrocketing need for food put an enormous stress on our existing operations.

Re-engineering the operations

At the center of our operations, we added emergency pop-up pantries to serve 600–1,000 households per pantry per week. Tina Gonzales, Director of Communi-

ty Partnerships, oversees all of our pantry operations and has had countless experiences in the field that demonstrate the heart and grit of our participants, our staff, and our volunteers.

"In March, we started opening pop-ups, thinking we might need four or five pop-ups to meet the dramatic increase in need," she said. "But by June, there were 28. During the peak of shelter-in-place, the lines for food were as much as ten blocks long," said Tina. "But they always move fast, and when participants reach the finish line, everyone has a smile under their masks. Our priority is not only to provide food, but a welcoming, positive experience."

Safety first

At the pop-ups, which are meant to serve much larger crowds than our traditional neighborhood pantries, safety has been paramount. They are located in big out-door, open air lots. And we moved away from our farmers market model, where participants pick and choose among different kinds of produce, grains, and protein like eggs or chicken, shifting to pre-assembled bags that minimize physical contact. These additional safety measures require a herculean effort of 25–50 volunteers per pantry.

According to Katy McKnight, Director of Community Engagement, the pop-ups are like "Henry Ford assembly lines," with socially distant, gloved, and masked volunteers going down the line to put together the 600–1,000 weekly bags of food per pantry for our participants.

Katy coordinates 2,500, some weeks over 3,000, volunteers — up from 1,200 per week pre-pandemic —





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fueling our crisis response. “We’ve had to shift how we do things to keep both our participants and volunteers safe,” she said. “So, we need twice as many volunteers to bag everything. And we are spending more money, because we need to purchase a lot more pre-packaged goods. This is safer than buying bulk and having a lot of people handle the food.”

Home delivery for seniors

Safety drove one of the Food Bank’s biggest changes this year: delivering food directly to the door of all of

our participants over age 65. This helped to keep seniors, who are more vulnerable to COVID, away from public spaces and crowds.

“We scaled up our home-delivered program on site from 250 people to 12,000 over a two-week period,” said Andy Burns, Director of Participant Engagement. “The outpouring of volunteer support has been nothing less than awe-inspiring.”

Each week, hundreds of volunteers assemble 12,000 bags of food. Because we didn’t have enough space



in our warehouse for such an undertaking, we erected a large makeshift tent in our parking lot. A fleet of drivers picks up the bags and delivers them to participants. About 8,000 deliveries are made by Food Bank volunteers; companies like Amazon and Cruise are donating drivers to reach the other 4,000 seniors. The Onfleet delivery app donated its software to coordinate logistics.

Drive-thrus

The Food Bank also wanted to provide greater access for those concerned about increased exposure in public places. We adapted large outdoor spaces, like the San Francisco Giants' parking lot and our Marin warehouse parking lot, to create four drive-thru pantries.

"It takes enormous logistical support to move 1,000–1,200 cars through the line safely and efficiently, with about 50–70 volunteers heading up traffic management, loading, and coordination," said Katy. It's basically the same core group every week, and at this point, they know about each others' lives and have built a community almost like a family.

Volunteers stepping up

It's that sense of family and coming together when the chips are down that has enabled the Food Bank to meet the community's needs.

"The support from the community has been incredible through the pandemic, the fires, and the heat waves.



People will drive by, honk, and yell, 'Hey Food Bank! I donated.' They're proud to be part of the effort, knowing that food is comfort, food is family, and food is the feeling of security in the midst of this stressful time." said Tina Gonzales.

When COVID first hit, we thought it might be a three-week crisis. A year into the pandemic, it's clear that this is a new way of life.

Thank you so much to the entire Food Bank community for your support to ensure that 55,000 San Francisco and Marin families have one less thing to worry about in the pandemic: putting food on the table.



— Before the pandemic —

**32,000 HOUSEHOLDS
RELIED ON US EVERY WEEK**

— Last Fiscal Year —

**WE DISTRIBUTED FOOD FOR
55,000 HOUSEHOLDS
every week**



Stepping in Line For the First Time

At the start of the pandemic, many participants stepped into our Pop-up pantry lines for the first time out of necessity and with no other options. Jasmine, a pediatric nursing student who previously worked at a hotel café, was one of them and anticipated graduating from her nursing program this year. On top of Jasmine getting laid off from her job, her mother also has health issues, which makes her vulnerable to COVID-19. Jasmine's brother is the only one working, but had his hours cut at his airline job. That's why, for Jasmine and her family, the Bayview Opera House Pop-up Pantry is a lifeline.



"Honestly, I don't even know how we are getting by. By the grace of God, we are living day by day," she said. "It's a little stressful figuring out the craziness of how you are going to pay rent and buy food."

Putting food on the table during shutdown

With many households losing their jobs and receiving limited unemployment relief, they must choose between putting food on the table or paying rent to keep a roof over their heads.

That's why standing in a Pop-up Pantry line is important for Maria. She was furloughed from her job as a childcare worker and has been trying to figure out what to cut from her budget so she can support her family during shelter-in-place. She said, "I know there a lot of families who are thinking: rent or food?" She also thought about getting a loan from the bank.



“Honestly, I don’t even know how we are getting by. By the grace of God, we are living day by day.”

With the schools closed for the rest of the year, Maria is constantly ensuring that her children, who generally get their meals at school, are getting enough to eat each week. “This really helps because I have two teenagers at home who eat a lot,” she said. “Before I was spending \$150 per week for just one meal a day. Now, they are eating three meals at home.”

Getting through this together

The Food Bank has been responding vigorously to make sure that families such as Jasmine’s and Maria’s know we’re here for them in this crisis.

“It’s been a big help,” said Jasmine. “Because two out of three of us are not working, it helps us save money and not use the last of our savings.”



— Before the pandemic —

**275+ FOOD PANTRIES
WERE IN THE NETWORK**

— Now, the network contains —

300+ FOOD PANTRIES
— including —

28 EMERGENCY POP-UPS
MANY OF WHICH ARE DRIVE-THRU



Ready to Break New Ground

Our capital campaign has already raised 90% of the \$40 million we need for a massive warehouse expansion. When completed, it will increase our distribution from 50 million to 75 million pounds of food annually, allowing us to meet the skyrocketing need in our community for the next twenty years.

A heartfelt thank you to everyone who has donated.

For years, we've known that the Food Bank's capacity to expand our services would be stymied by our lack of warehouse space. The COVID crisis confirmed what we already knew: we need to significantly expand our warehouse space if we want to keep up with the sky-

rocketing need for food. Our capital campaign has been raising money at a rapid clip to do just that.

The pandemic forced us to jump into action with our can-do attitude, but the lack of space was costly and required additional coordination.



At first, we erected a large, makeshift tent in our parking lot to manage the overflow and provide a safe outdoor space for our volunteers. But our needs quickly outgrew that setup, and we needed more space for all the additional food we needed to buy. We rented an additional warehouse — then another, then another, and then another.

According to Chief Operating Officer Michael Wirkkala, this made coordination difficult. "Managing inventory for eight separate warehouses has been incredibly complex," he said. In addition to the cost related to space, transportation, and coordination, we've been less efficient than we could be if we were all in one warehouse."

In light of this, in 2015, we began making plans for a massive warehouse expansion to increase our distribution to meet the need in the community.

In this together

We have unanimous support from key neighborhood groups: the Dogpatch Neighborhood Association, the Potrero Boosters, and the Green Benefit District. "Both with our construction process and the final building, our goal is not to disrupt the community or the flow of food to our neighbors in need," said Michael.

This expansion couldn't happen without the generous support from donors, allowing us to meet the needs of the community.



“Managing inventory for eight separate warehouses has been incredibly complex. In addition to the cost related to space, transportation, and coordination, we’ve been less efficient than we could be if we were all in one warehouse.”

Capital Campaign Director, Iris Fluellen marveled at the pace at which donations have come in. “I’ve been a fundraiser for twenty years, and I am blown away by the generosity of our donors. The Food Bank is such a beloved institution, and COVID really exposed the need for the expansion,” she said.

“We’ve had gifts of anywhere from \$200 to \$2 million, and that’s how we’ve raised nearly \$36 million of the \$40 million needed for the project. My mom used to always say that this country is too rich for anyone to go hungry. Given the amount of wealth in the Bay Area, people are supporting us so that we can strategically address the food-security issue. The Food Bank isn’t just doing that, we are doing it with incredible success,

and donors want to be involved because they know they are making a difference in people’s lives.”

Breaking Ground

Because of permitting delays due to COVID, we won’t break ground until late spring of 2021. The expansion will take about a year to complete, and we hope to have our final building by mid-2022, when we can streamline our operations, expand our services, and feed more people.

“This will allow us to double down on fighting hunger. People shouldn’t have to choose between paying rent, medication, or groceries. This expansion will allow the Food Bank to distribute 75 million pounds annually, serving up to 200,000 people every week,” said Iris.

During construction, we will continue doing whatever it takes to meet the needs of the community and feed those who would otherwise go hungry. Thank you so much to everyone who has given already to make this incredible undertaking possible. If you’d like to give, please go to sfmfoodbank.org/hunger-free-future.



THE EXPANDED WAREHOUSE WILL
INCREASE FOOD DISTRIBUTION


from about

50 MILLION POUNDS

to

75 MILLION POUNDS

every year



WITH YOUR HELP,
WE DISTRIBUTE
56 MILLION LBS
ANNUALLY

60% IS FRESH
PRODUCE

4 MILLION LBS
IS RESCUED FOOD



Thank You!





Policy & Advocacy

Our Policy & Advocacy team spent 2020 fighting for policies and program changes to help the people in our community hardest hit by the pandemic's economic impact. Along with fellow anti-poverty advocates, we placed continued pressure on our elected officials at the local, state, and federal levels to ensure that politicians worked to provide effective relief at the scale of the crisis.

During a year that presented unfathomable challenges for our communities, join us in taking a minute to celebrate a few advocacy wins from 2020.

CalFresh

Our strongest nutrition safety-net program was put to the test this year as tens of thousands of new applicants flooded in. We pushed for changes to make it easier to get and maintain CalFresh benefits.

- Advocated for a streamlined enrollment process to eliminate unnecessary barriers such as in-person interviews
- Pushed for Emergency Allotments, which increase the amount of money a family gets to the maximum allowed for their household size
- Expanded purchasing options to allow CalFresh recipients to safely spend their benefits online

Food Bank Resilience

- Secured an historic state investment in the network of food banks statewide, including \$165M in the 2020 State Budget to purchase food needed to meet the surge in demand
- Advocated for additional funding to be dedicated to food banks from the federal relief bills

Child Nutrition

We know that families with kids have been hardest hit during the pandemic. We've worked on policies to help soften the hardship they have faced:

- Supported outreach for Pandemic EBT, a new food benefit that helped feed over 3.7 million CA kids who typically rely on free meals at school
- Joined forces with our colleagues at SF Unified School District to push for more flexibility in school feeding rules to feed more kids

Safety-Net Programs

Hunger does not exist in a vacuum — we fought for improvements to other social safety net programs to help low-income people meet their basic needs.

- Expansion of California Earned Income Tax Credit (CalEITC) to undocumented tax filers
- Protected Supplemental Security Income (SSI) from potential cuts in the state budget

We couldn't have done all this without the support of community organizations, the fierce advocacy of impacted community members, and the combined voice of so many San Francisco and Marin residents.



Elected Official Hunger Fighter Spotlight

Our state and local elected officials stepped up to support the Food Bank with their volunteer labor and their policy priorities.

"The state of California and local food banks have always shared the goal of ending hunger and food insecurity. When the need for resources soared because of the pandemic, everyone rolled up their sleeves to get to work, as partners do in times of crises to support their community,"

– Assembly Member Phil Ting
(D-San Francisco),
Chair of the Assembly Budget Committee.

Community Advocate Spotlight

We couldn't do our work without the fierce advocacy of impacted community members and the combined voice of so many San Francisco and Marin residents. This year, we celebrate Food Bank supporters who joined our Policy & Advocacy team as anti-hunger advocates:

"Food insecurity is the most obvious and urgent expression of social, racial, and economic injustice. Plus, I enjoy feeding people."

– Doug Wallace, Tam Valley

"Poverty is violent, unnecessary, and a crime against humanity. I've been hungry and food insecure before. Now that I'm wealthy, I use my resources and voice to reduce the violence that hunger wreaks on our communities."

– Ana Devine, San Leandro





Making a Difference

Our volunteers are the lifeblood of the Food Bank, making sure that their neighbors in need have food on the table. The satisfaction of making life a little better for their community keeps them coming back week after week. Sometimes, they meet participants who they will remember for the rest of their lives.

It was the end of the day at San Francisco's Minnie and Lovie Ward Rec Center food pantry run by our Young Professionals Council (YPC). Folks had been there for many hours, starting at 6:45 am when two Food Bank tractor trailers pulled up. Dozens of volunteers unloaded and bagged produce, pantry staples, and proteins like chicken or eggs; finally, over 600 families picked up their food.

As the line dwindled and everyone collected their grocery bags, Food Bank YPC member and pantry co-coordinator Flynn O'Hara Govern noticed two boys, about twelve and seven years old, playing nearby. When the crowd cleared, they approached Flynn. The older boy asked if there was any food they could take. Flynn was delighted to oblige, as there were exactly two leftover food bags.

The older boy looked at Flynn, and with tears in his eyes said, "You guys are going to make me cry...this is a whole Thanksgiving meal...you have no idea what this means to me." Flynn responded, "I do, and that's why we're here."

According to Yee Yek, Flynn's pantry co-coordinator from the YPC, people get involved to find a way to give back to community members, like these young boys. "Despite being home to some of the world's most suc-

cessful tech companies, there are still so many people who struggle to put food on the table," said Yee. "I wanted to give back in some way and help lift people up."

Each of our hundreds of volunteers and staff members has a story that explains why the Food Bank is so important to them. Each of those stories begins with wanting to do something for their community, and ends with the satisfaction of knowing their efforts made a difference to their neighbors in need.

Join YPC

To learn more and apply, please visit
sfmfoodbank.org/young-professionals-council





A Gift That Ensures the Future



“My favorite Food Bank poster is a kid in front of a giant bowl of cereal that says, ‘Aced my math test today, because I had breakfast.’” — Radha Stern

Radha Stern is a long-time Food Bank donor and volunteer. She jump-started our planned giving program; she serves on our capital campaign committee; and she and her husband Gary Maxworthy comprise one of the Food Bank’s most dynamic duos. Gary is the founding father of the Farm to Family program.

Radha summed up the couple’s approach to philanthropy from something she learned growing up.

Money was extremely tight, and her mom once sewed together two used twin bed sheets to make a double sheet for a struggling friend who had just been married. “You do what you can,” said Radha. “And everyone can do something.”

“Gary and I always have our antenna up on how to contribute to people’s lives in positive ways. When I got a new car, the old one wasn’t worth much, but it meant a lot to the person I gave it to who really needed it. The same is true for how we planned giving for our estate.”

Radha feels strongly about legacy gifts, and when she saw the Food Bank didn’t have a planned giving program about ten years ago, she suggested starting one and began approaching other donors.

“Gary and I believe in the basics first. If you are hungry, you really can’t do anything else. My favorite Food Bank poster is a kid in front of a giant bowl of cereal that says, ‘Aced my math test today, because I had breakfast.’ Food, along with gallons of love, is what kids need. Their families can provide the gallons of love, but we can provide the pounds of food when they can’t.”

“Planned giving can bring up difficult feelings,” said Radha. “But organizing your affairs is a gift to yourself, a gift to your loved ones, and a gift to all those people you are helping. Even small gifts mean so much to those in need. My feeling is, if you have the opportunity to help your community when you exit the world, do it.”



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FISCAL YEAR 2019-20

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Your legacy with the SF-Marin Food Bank

The most powerful way you can fight the future of food insecurity in San Francisco and Marin is by beginning your legacy with the San Francisco-Marín Food Bank today. We've partnered with FreeWill to give you a simple and secure way to create a will or trust online, and include your legacy gift with the Food Bank. Start your legacy today at sfmfoodbank.org/planned-giving.



The Community's Response

Prior to the COVID-19 outbreak, the Food Bank served 32,000 households each week at our weekly farmers market-style pantries. We are now consistently serving 55,000 households every week.

To meet the increased need, the Food Bank increased its operations significantly to keep up with demand, including new programming, hiring more staff, renting additional warehouse space, and purchasing more food. We expect to distribute 67 million pounds of food in FY21, up from the 56 million pounds we distributed in FY19-20. Due to the expected long-term economic fallout that will result from the pandemic, we anticipate seeing this sustained level of demand for the foreseeable future.

The necessary precautions put in place due to COVID-19 continue to impact our operations. Consequently, the Food Bank experienced a 60% increase in ongoing expenses.

While donors rose to the occasion with a tremendous outpouring of support early 2020 and through the summer, we anticipate — as with past crises — we will face a decline in fundraising when other issues and challenges arise that divert public attention. It will take considerable time for the annual fundraising to sustainably grow to support this dramatic increase in our annual expenses.

The community's swift and generous reaction to our pandemic-response efforts in the late spring of 2020 resulted in a surplus at the end of our fiscal year in June

of 2020. The Board of Directors increased the organization's operating reserve to \$12 million to ensure that the operating reserve sustained at least three months of projected operating expenses at our increased expense levels. In addition, the board established an emergency response and recovery reserve (also \$12 million) to support current and future efforts to feed our community in times of unexpected and significant need.

As highlighted by recent events, these reserves will be critical. As the largest nonprofit food provider in San Francisco and Marin, the Food Bank is an essential nutrition safety net. We must be prepared to continue supporting the ongoing needs of our community in the event of disasters, pandemics, or times of extreme economic change.

The next page presents a snapshot of our financials. Complete audited financial statements are online at sfmfoodbank.org/financials or by request.

Please reach out if you have questions.



Michael Braude,
Chief Financial Officer
mbraude@sfmfoodbank.org



Financial Statement

Thanks to generous donor support, the Food Bank was able to provide enough food for **128,000 healthy meals** on average each day last year.

Revenue

Donated Food and In-Kind Contributions	\$ 54,633,031
Government Food Commodities	\$ 32,770,975
Government Grants	\$ 7,470,207
Private Contributions Including Events	\$ 57,561,968
Other Revenue	\$ 1,909,090
Total Revenue	\$154,345,271

Expenses

Program Services	\$ 107,476,024
Management and General	\$ 2,057,425
Fundraising*	\$ 4,390,502
Total Expenses	\$ 113,923,951

* includes building expansion

Total Net Assets[†] \$74,044,339

[†] This figure includes the value of food on hand as of June 30, 2020.

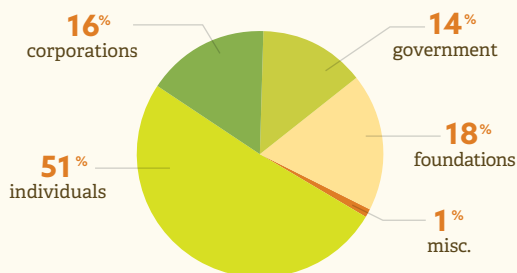
The Food Bank ended the 2019–2020 fiscal year with an annual operating budget of \$25.5 million.

The budget for the 2020–2021 fiscal year has increased to \$40 million in response to COVID-19.

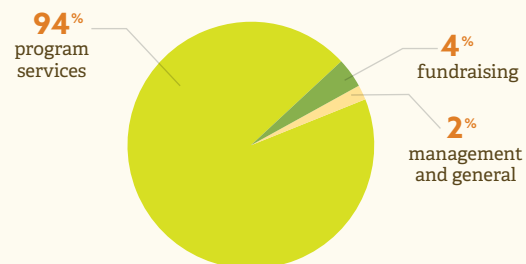
For every \$1 donated, we can distribute two meals.

We are able to accomplish this remarkable feat thanks to the tremendous amount of food donated to us, the support of volunteer time, and our ability to purchase food in bulk for a fraction of the cost that one would pay at the grocery store.

Funding Breakdown



Expenditures





SF·MARIN
FOOD BANK

900 Pennsylvania Avenue | San Francisco, CA 94107

2550 Kerner Boulevard | San Rafael, CA 94901

415-282-1900

sfmfoodbank.org

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