



houston
foodbank

**Annual Report
2010-2011**

Idalia Lopez often wonders if she'll be able to keep food on the table for her family. Idalia's husband works in construction. When work is slow, their income trickles in. She's one of nearly a million people in southeast Texas who are food insecure. They have groceries now, but they have legitimate fears that they won't be able to afford it on a consistent basis.

The Houston Food Bank (HFB) exists to help people like the Lopez family. We worked through a network of 500 hunger relief charities to distribute more than 70 million pounds of food from July 2010 through June 2011. This mighty effort was accomplished for the most part from a cramped warehouse facility that was often literally packed beyond capacity with pallets of food, bustling volunteers and determined staff.

In order to provide food to more individuals in need, the Houston Food Bank needed a new facility. Much of the focus during FY10-11 was on the renovation of a new home that would bring needed space and light to southeast Texas's leader in the fight against hunger. Thanks to generous community support, we were able to purchase the former Sysco Distribution Center on Houston's east side. By the end of the fiscal year, construction was wrapping up and the move to 535 Portwall was only days away.

In addition to our ongoing activities, FY10-11 was a year of preparation for the gigantic task of moving many truckloads of food, equipment and staff offices. The Houston Food Bank occupied the Herzstein Center at 3811 Eastex Freeway for 23 years. There was a lot of packing to do.

Preparation for the move also encompassed the challenge of operating and maintaining a much larger place. The Portwall Street facility has 308,640 square feet, more than four times larger than HFB's old home at 3811 Eastex Freeway. Cold storage space alone totals 43,000 square feet chilled by an ammonia system, another new experience for HFB.

A key consideration during the transition was how to cause the least disruption possible for the hundreds of partner agencies who depend on HFB as their largest source of food.

As always, corporate and community friends gave us sound advice and practical help.

As our heads swirled with preparations for the move, day-to-day business continued at the Houston Food Bank. Following are snapshots of activities from FY10-11 that demonstrate commitment to our mission:

Lleading the fight against hunger.



Three year-old Joel Lopez and his mother Idalia received groceries from the food pantry at North Central Baptist Church. Joel's older siblings are on the free lunch program at school, but when they're home, it's tough to stretch their father's paycheck from sporadic construction work. Idalia says it can be embarrassing to ask for food assistance, but she knows she needs to do it for her children.

55,000,000 Reasons To Be Grateful

During FY10–11, we prepared to step outside of the confines of our too-small warehouse. Getting ready for the move to a larger, modernized facility was a herculean task made possible through gifts of money, wisdom and expertise, in addition to the professional partners chosen for the job.

Capital Campaign Like all other chapters in the history of the Houston Food Bank, this era was made possible through generous community support. The capital campaign to generate funds for a new facility was conducted during one of the worst economic downturns in U.S. history. As testament to our community's can-do spirit, in FY10–11 we wrapped up one of Houston's largest capital campaigns conducted for a social services organization, shooting past our \$55M goal.

Building Renovation Converting the Sysco Distribution Center into a food bank required significant renovation. The entire east end of the warehouse racking was cleared to create a 50,000 sq. ft. volunteer work space that could accommodate up to 1,000 volunteers at a time. The mezzanine level was extended to provide office space for emerging efforts: the Serving for Success and Social Service Outreach programs. Other existing areas were re-styled as classrooms, a conference center, and a food pantry.



Throughout, windows and skylights were added to provide a welcoming atmosphere and make use of natural lighting. Rey de la Reza Architects provided the creative genius in design, while Tellepsen Builders, with a long history as builders of our city, served as general contractor.

Farewell to an Old Friend The sale of our old facility made up a slice of our capital campaign budget. We were delighted to secure a buyer during FY10–11: Raja Foods, an importer, who paid \$2.1M for the well-located property.

Help From Our Friends Corporate friends poured out resources in FY10–11 to assist us as we grew into a new building. We're especially grateful to Chevron for their promise to provide volunteers to help us pack and setup our computers and network infrastructure. H-E-B, Kroger and Walmart spent hours meeting with our operations team to share advice on the logistics of working from such a large facility; and they each offered to send trucks and employees to help us move our inventory. Bank of America, BMC Software and Chevron donated furniture to fill our offices and workspace.

Sharing the Wealth The Houston Food Bank functions through partnerships. The millions of pounds of food that pass through HFB are given to individuals by 500 hunger relief charities in southeast Texas. Our goal for growth is dependent on their ability to do more. To help them grow, we designated \$3M from the capital campaign for grants to partner agencies. In FY10–11, we implemented an application process for the purchase of freezers and coolers at key agency locations, which would enable distribution of more produce and other perishables.

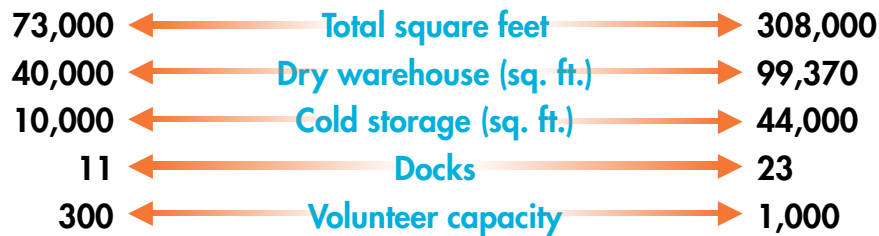
Growth by the Numbers

By the end of FY10–11, the Houston Food Bank was ready to shrug off the confines of our old facility and take wing in our new building. The Herzstein Center served us well during our 23 years of occupancy. Overall annual food distribution increased 70 times over during that time. The move to 535 Portwall makes it possible to continue to grow with a clear, true purpose: so that more hungry people can be fed during their time of greatest need.

Herzstein Center
3811 Eastex Freeway



Our New Home
535 Portwall



Serving for Success The Serving for Success (SFS) program was central in the planning for 535 Portwall. SFS participants are prisoners and probationers who volunteer in the warehouse while receiving training that prepares them for jobs. Because we have additional hands, HFB will be able to distribute more food while keeping operating costs down in our larger facility. Preparation for SFS during FY10–11 included important groundwork with key partners, including the Texas Department of Criminal Justice, the Harris County Community Supervision and Corrections Department, and Houston Community College.

Provisions for SFS partners included classroom and office space as well as secured entries.



Contrast Old and New (right) Using satellite photos taken from the same altitude, the difference in size between the Herzstein Center and 535 Portwall is plainly visible. More elbow room means a safer environment for warehouse operations, plentiful space for volunteers, room for community participation, and most important, more food for hungry people.



535 Portwall
bordered in green

Herzstein Center
bordered in yellow

(left) The agency dock area at Herzstein offered less flexibility to the many kinds of vehicles used by partner agencies to pick up food. (below) One of the most significant external changes to the Sysco Distribution Center was the addition of the canopy over the new agency loading area, which can accommodate 12 agency vehicles, loaded at ground level.



Crowded conditions limited the number of volunteers who could help at any one time at Herzstein. The new facility can hold up to 1,000 volunteers at a time. The new Carousel Room (right) replaces the old conveyor belt system (above) with industrial technology that has never before been used in a food bank.

Highlights from the Fight

Social Services Outreach Program

Food stamps, or SNAP (Supplemental Nutrition Assistance Program), are one of the best long term solutions for hunger relief. HFB's existing Social Services Outreach Program (SSOP) took a giant step forward during FY10-11 when the Texas Health and Human Services Commission (HHSC) turned to select food banks to help sign up more SNAP recipients. Our SSOP effort had already provided assistance with applications. HHSC's pilot program gave HFB permission to go one step further and also conduct the interview required in the enrollment process. As a result, weeks or even months would be shaved off the typical waiting period for SNAP.

By the middle of FY10-11, HHSC declared the pilot a success. SSOP will continue to receive state funding as a Community Based Organization.



Summer Family Nutrition Program

HFB had to mobilize quickly to take advantage of an unexpected federal program intended to address the economic stresses placed on families with children in 2010. Through the Summer Family Nutrition Program, HFB delivered more than 81,000 50-pound food boxes to partner agencies and other community locations. The boxes addressed the gap that occurs during summer months for children who typically receive free breakfasts and lunches at school.

Map the Meal Gap

Nearly a million people in southeast Texas are food insecure – without reliable access to the food they need for healthy lives. Food insecurity was the focus of “Map the Meal Gap,” a study by Feeding America, the organization that serves HFB and 200 other food banks in the U.S. The study highlighted the challenges facing HFB and all those who take action on behalf of people who struggle with hunger. Despite all the assistance available to hungry people, including public and private programs, there is a persistent gap in the amount of sufficient food.

According to the study, food insecure people in southeast Texas say they need an additional \$52 on average each month to buy enough food.

The factors that cause people to seek emergency food assistance are complex. Of all the people who need help with food, some are in poverty as the government defines it. Some earn too much to be considered impoverished. Some are dealing with temporary setbacks. All share the same anxiety – they are having trouble feeding themselves or their families.

That's why the Houston Food Bank is especially grateful to all who support our mission. Your collective efforts make a difference in the lives of individuals who have nowhere else to turn.

Commodity Supplemental Food Program

In 2010, Harris County at last joined other Texas counties in receiving funding for the Commodity Supplemental Food Program (CSFP), a program that seeks to improve the health of low income seniors, children and certain mothers by providing boxes of nutritious food each month. Our Agency Services staff scurried to sign up 7,800 individuals – primarily seniors – in order to secure as much funding as possible. The food boxes are filled with commodity food provided through the U.S. Department of Agriculture.



Keegan Center

The Keegan Center's Community Kitchen produces delicious balanced meals for Meals on Wheels programs, a residence for homeless veterans and for Kids Cafe dining rooms at Boys and Girls Clubs, YMCAs and other sites. In FY10-11, the kitchen turned out more than 50,000 meals each month.

Keegan is home to programs central to HFB's goal to end child hunger: the Backpack Buddy Club and the Kids Cafe. During FY10-11, HFB distributed food sacks to hungry children for the weekend through the Backpack program at 245 schools. Kids Cafe fed 56,400 children at 28 locations throughout the community.



\$1 = 3 meals
for a child, senior or adult

Allocations Task Force

The Houston Food Bank offers more dollar value to the community than any other local nonprofit – more than \$112 million in FY10-11, which represents the value of the food distributed to our partner agencies. As this number grows in years to come, HFB must provide careful stewardship to each dollar. A key question: How do we make decisions about providing food to individual agencies? During the fiscal year, a task force comprising agency and community representatives developed a set of guiding principles and priorities for determining the allocation of food.

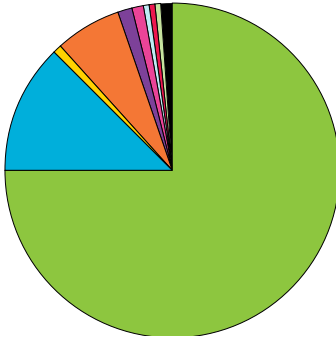
Priorities focused on agency performance, including their ability to handle larger quantities of food; their method of food distribution; accessibility to hungry southeast Texans; and how they connect clients to other services that help break the cycle of poverty.

With these considerations, HFB will maintain our commitment to integrity in making use of the gifts we receive from our donors.



Financial Data

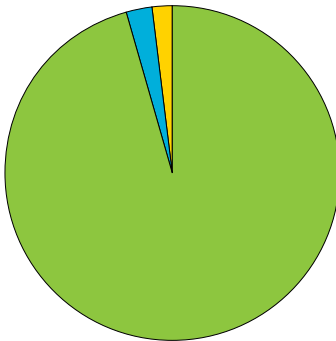
The Houston Food Bank takes steps to ensure that we carefully steward our resources and demonstrate integrity in all that we do. We uphold our mission with the trust of our staff, board, donors, volunteers, recipients and partners.



Income

■	Donated food/household items	\$112,192,034
■	Contributions (including in-kind)	18,647,367
■	Special events	1,579,914
■	Government grants/contracts	9,377,841
■	Agency fees	2,206,338
■	Investment return	1,496,211
■	Food preparation fees	771,343
■	Sales of purchased food	794,438
■	Gain on sale of building	1,278,901
■	Other	1,094,610
	Direct donor benefit costs	(33,706)

Total revenue \$149,405,291



Expenses

■	Food distribution program	\$125,983,297
■	Management and general	3,220,521
■	Fundraising	2,393,454

Total expenses \$131,597,272

Net assets, end of year \$72,937,988

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We are grateful to the individuals who led the way in raising an unprecedented \$55,000,000 in the Houston Food Bank's capital campaign, the largest fundraising effort for any Feeding America food bank. Their creativity, wisdom and connections made our dreams a reality.

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Thank you for helping us make our dreams come true

The following generous donors made gifts to the capital campaign in FY10-11:

\$1,000,000+

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Leadership Gifts \$100,000-\$999,999

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Janet and Tom Matura
Julia and Henry Feng
Christine M. Macan
Armando and Corina Perez
Marvin Smith

Financial Donors

The following donors sustained the mission of the Houston Food Bank through their generous gifts made in 2010–2011. Contributions of \$500 or more are listed.

\$50,000+

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Feeding America
Gulf Coast Combined Federal Campaign
H-E-B Grocery, Inc.
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\$1,000-\$4,999

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