

The Hunger-Free Minnesota Campaign

A Future Beyond Hunger

2011-2014



Message from LLC Board Members and Chief Campaign Officer

Dear Friends,

Minnesotans take great pride in our state's progressive nature—and rightly so. It is based on a pervasive sense of non-complacency where all are concerned. And so, in 2011 as the plight of some of our less fortunate neighbors came to light, we could not stand by and watch.

We were surprised to learn that almost 50 percent of our fellow citizens in need of hunger relief were among our most vulnerable—children and seniors. Furthermore, they were not the only populations affected. Hunger in Minnesota had doubled in five years, and in general, hungry or food-insecure Minnesotans were missing an average of a meal every other day.

Hunger was and is an urban, rural and suburban problem with tangible social and economic impact. Hunger lowers students' grades, raises rates of suicide and, counter-intuitively, contributes to obesity. A 2010 University of Minnesota Food Industry Center study estimated that our food insecure citizens cost our state \$1.2-\$1.6 billion annually in health care and education expenses. A subsequent Brandeis University study calibrated these costs even higher.

And yet, those working for so long and hard on the front lines to address this problem felt that solutions were within reach and that the system could do better. Leaders in the emergency food system space knew that we had enough food. But issues related to the supply chain—system capacity and

absorption—as well as the under-utilization of existing federal nutrition programs by those who qualify, were creating what was labeled the “meal gap” that needed to be filled.

We came to recognize that to create and cause real, systemic, transformative solutions to the fundamental problem of providing food to the hungry on a sustainable basis, more people needed to be involved across sectors. More money needed to be strategically invested. Simply put, more needed to be done.

Grounded in our own experience and point-of-view, we wanted to help. We wanted to be at the table. So, we posed a question: What if we applied business strategies and data analysis and engaged corporate, community, nonprofit and government leaders to address the seemingly stalled problem of food insecurity? Could we make a meaningful impact? More importantly, could we drive sustainable outcomes? In partnership with hunger-relief non-profit leaders, we were determined to try.

Launched in 2011, from a rigorous business plan developed by The Boston Consulting Group and with a hard-and-fast end-date, Hunger-Free Minnesota grew to become the first-of-its-kind . . . time-limited . . . state-wide . . . data-driven . . . cross-sector . . . engagement campaign—with all the urgency that characterization implies.

Pivotal to our effort was the 2011 Missing Meal Gap Study by Feeding America, which provided the data to support our goal. Using a refined methodology that first emanated from Second Harvest Heartland, we identified a gap of nearly 100 million missing meals among Minnesota families and individuals.

Thus, with data in hand and stemming from deep roots in the emergency food relief network, the Hunger-Free Minnesota collaborative set out to bring together even more community, corporate, education, health care, government and policy, research and media entities to fight hunger. This collaboration was girded, of course, by the scores of staff and volunteers these entities deploy, dedicated people digging deep to solve a problem at a seemingly intractable level.

Eight founding partners created the action plan vetted by 500 stakeholders across the state. We set out to fill the meal gap through improved food sourcing from farm to table and in-between, building service capacity, as well as heightened government nutrition program awareness and participation. Our model of collective impact ultimately targeted adding 60 million meals. Tangible goals were set and met, thanks to a cumulative investment of more than \$9.7 million in communities spanning Minnesota, and the impact of 431 creative projects conceived of and implemented by hundreds of individuals through eight key initiatives that evolved over time.

Everyone had their role to play in making the campaign a winner. All told, as many as 3,000 people were engaged.

We did indeed move the needle to sharply reduce food insecurity—to close the “missing meal gap.” As a collaborative, we exceeded our goal and added 70 million meals to Minnesota’s hunger-relief system. Concrete data provided clarity of insight and perspective, which, when combined with on-the-ground, local ingenuity, resulted in customized programs whose impact totaled a sum greater than that of its parts. Many have been replicated and likewise localized across the country.

Hunger-Free Minnesota truly was a hybrid of creative agility, experimentation and cross-sector collaboration.

As the campaign comes to its intended endpoint, we believe this Minnesota model of “collective impact” has set in motion a legacy that is already having national impact. It will carry forward the promise of food for every child—for their good, the good of our state and beyond.

But for now, it is time to acknowledge accomplishments to-date, and to extend heartfelt gratitude to those who had a hand in boldly creating a new spirit of possibility in Minnesota’s fight against hunger.

With our thanks,



Dan Gott, *The Boston Consulting Group*



Rob Johnson, *Cargill Foundation (retired)*



Shawn O' Grady, *General Mills*



Tim Roesler, *American Public Media and Minnesota Public Radio*



Ellie Lucas, *Hunger-Free Minnesota*

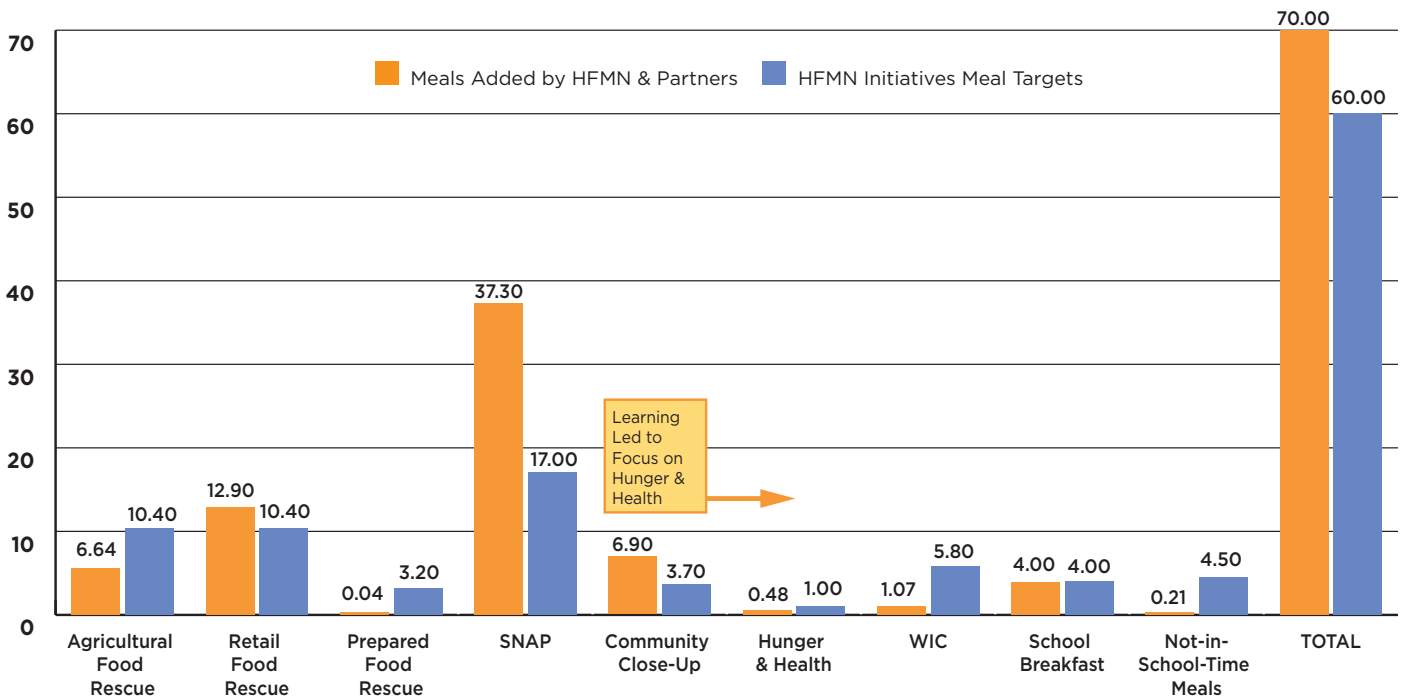
Campaign Initiatives: Hunger-Relief Set Free

As the basis for the Hunger-Free Minnesota campaign, our founding coalition of eight hunger-relief organizations partnered in 2011 with The Boston Consulting Group to build a data-driven business plan with a wide-ranging set of targeted initiatives. Hunger-Free Minnesota was a limited liability partnership with Second Harvest Heartland as its fiscal sponsor in this arrangement. For accountability, a high-level oversight board was formed. Built on this foundation, the organization and its plan blended business strategies with community ingenuity to create the first comprehensive effort of its kind in the U.S.

Each initiative addressed a specific, well-defined problem with actions informed by data and strategically designed to mobilize both funding and unique coalitions of stakeholders aimed at achieving targeted, measurable results in a particular space. Execution was proactive and collaborative, responsive and nimble. Indeed, as time went on, the original set of initiatives evolved along emerging pathways.

One thing remained constant, however: Hunger-Free Minnesota never strayed from its ultimate metric—closing the 100 million meal gap. We added 70 million new meals over three years, exceeding the original 60 million meal target. The execution of this plan, through the initiatives outlined on the following pages, led to a real transformation of the hunger-relief landscape in Minnesota.

Measuring System-Wide Performance
Minnesota Missing Meals Scorecard for Collective Impact



Source: Dr. Stacey Stockdill, EnSearch Inc. May 2015

Agricultural Food Rescue: Creating an Ag Surplus Pipeline

Performance Goal: 10.4 Million Meals

Result: 6.64 Million Meals

Investment: \$1 Million

When Hunger-Free Minnesota began, our six original Feeding America food bank partners, along with Hunger Solutions Minnesota and the Greater Twin Cities United Way—the members of our “Project Implementation Committee”—were aware that an astounding 210 million pounds of surplus crops, including potatoes, sweet corn and peas, were available in Minnesota each year because they went unharvested or were harvested but not sold (SOURCE: The Boston Consulting Group). Apple orchards presented another opportunity for gleaning. These partners saw the huge potential of this agricultural surplus to increase the amount of fresh produce available to low-income Minnesotans. They believed that if they were successful in capturing and distributing such fresh, nutritious food, they could create a model for replication on a national scale.

The goal was to source 12.5 million pounds—equivalent to 10.4 million meals—from surplus Minnesota crops annually and sustainably by the end of the 2014-15 harvest season. To achieve this level of crop donation, the initiative worked with growers and processing companies across the state to overcome obstacles related to awareness, costs, logistics and absorption issues, and to direct surplus food through Minnesota’s existing network of emergency food banks.

In 2011, Cargill provided a generous, two-year grant to Hunger-Free Minnesota for foundational research, strategy and leadership, which ultimately established a scalable model for agricultural surplus capture.

Also in 2011, Hunger-Free Minnesota conducted extensive research to build a detailed understanding of the potential for surplus food from Minnesota’s agricultural industry. This research included an analysis of the Minnesota crop supply with data from the United States Department of Agriculture (USDA), including:

- acres planted;
- counties with the highest potential for fresh and edible crops, based on total acreage planted and density of acreage planted per square mile; and
- average yield per acre for the four biggest edible crops in Minnesota, which are potatoes, sweet corn, dry beans and peas.

In the meantime, Hunger-Free Minnesota formed a statewide work group from across the agricultural supply chain and hunger-relief organizations, bringing together members’ cross-sector knowledge to develop strategy, address barriers and create action plans. The group included leaders from Cargill, Colle+McVoy, Dorsey, The Food Group, General Mills, Great Plains Food Bank, Hunger-Free Minnesota, Minnesota Agri-Growth Council and Second Harvest Heartland. Seneca Foods Corporation and SUPERVALU Inc. also joined the 2012 Sweet Corn Pilot program effort.

Precedents and other statewide models were also considered. Hunger-Free Minnesota conducted primary and secondary research to obtain additional knowledge of strategic approaches and best practices from other states with agricultural surplus programs, including Ohio and California.

By the campaign’s end, Hunger-Free Minnesota and its work group had completed and executed a three-pronged strategy that: 1) expanded partner relationships to capture more than six million meals from agricultural produce; 2) invested in experimental methods to absorb more of this produce within Minnesota food banks and food shelves; and 3) supported a sustainable revenue source through a Minnesota Department of Agriculture (MDA) appropriation that would continue to fund the effort beyond 2015. Passed and signed into law in May 2014, this three-year, \$2 million “Farm to Food Shelf” legislative appropriation included administrative financial support for Second Harvest Heartland, on behalf of the six Feeding America food banks that serve Minnesota, to compensate farmers and processors for costs incurred to harvest and package surplus fruits and vegetables. Hunger-Free Minnesota’s data showing missing meals by census tract in each legislator’s district proved to be an effective tool to inform them of food insecurity prevalence—the meal gap—among constituencies in their home districts.

The overarching ingenuity, research base, common sense and success of these endeavors prompted our lead Minnesota partner, Second Harvest Heartland food bank, along with Feeding America at the national level, to create the Produce Capture Institute. The Institute now funds and scales pilots across the country in support of strategies to increase the supply and distribution of fresh agricultural surplus across state lines to Americans in need.

HUNGER-FREE MINNESOTA
www.hungerfreemn.org

The 2013 Minnesota Sweet Corn Rescue

Our Goal: 1.8 Million Million Pounds, 45 Truckloads over 6 weeks

September
Surplus sweet corn from southern Minnesota harvested by Seneca Foods, Birds Eye and Minnesota farmers for donation.

Up to **45** trucks hauling **39,000** pounds each deliver corn to Cargill Grain Facility in Savage, Minnesota for repacking and cooling.

Repacked corn is loaded onto refrigerated trucks where corn is **hydro-cooled** with a mobile spray system to remove field heat and increase shelf life.

18 sites
Fresh corn goes immediately by truck to 18 Feeding America food banks.

Food Banks receive pre-ordered corn and repack for food shelves, food pantries and feeding programs.

Goal: 1.5 million meals
Food insecure American's receive fresh sweet corn from food shelves and meal programs, equivalent to nearly 1.5 million meals.

Cargill
Funding by Cargill

PARTNERS: Cargill, General Mills, Second Harvest Heartland, Seneca Foods, Birds Eye, Feeding America, SuperValu

SNAP Awareness and Education: A Campaign Within a Campaign

Performance Goal: 17 Million Meals

Result: 37.3 Million Meals

Investment: \$991,000

In 2011, Minnesota's Department of Human Services (DHS) estimated that only 64 percent of Minnesotans who were eligible for SNAP food support (the U.S. Department of Agriculture's Supplemental Nutrition Assistance Program) were participating in the program. Also, at the time, Minnesota ranked 43rd of the 50 states in SNAP utilization. Many of those not enrolled were not even aware that they were eligible, or held misconceptions about eligibility, or simply found the application process too daunting. Two particular populations figured in this mix:

- **Senior citizens**, who don't realize that they qualify, who tend to be sensitive about asking for help because it threatens their pride and independence, and who struggle with transportation issues and the feeling of being overwhelmed by the process
- The **recently unemployed**, people—often with families to support—who were suddenly thrust into poverty by the Great Recession and were unfamiliar with the workings of SNAP

In addition, Hunger-Free Minnesota provided a legacy grant to Second Harvest Heartland to explore the concept of a regional hub involving food banks in Wisconsin, North Dakota, South Dakota and Iowa that leverages purchasing and logistical costs associated with agricultural surplus rescue efforts.



Hunger-Free Minnesota set out to increase awareness and education about SNAP among these worthy groups in order to increase the number of income-eligible Minnesotans enrolled in the program and receiving food. General Mills provided pre-campaign marketing expertise on a pro-bono basis; its "Good Works" team conducted focus group research and provided messaging refinement, which were critical to determining the market positioning platform and creative direction of the campaign.

The SNAP marketing campaign launched strongly in 2012, thanks to funding from the General Mills Foundation, and the resources and additional expertise of Hunger Solutions Minnesota, DHS, AARP Minnesota and CompassPoint Media. Thanks to this support, the campaign also received matching funds from the USDA. Total calls to the Minnesota Food Helpline increased 200 percent, total calls screened as qualified rose by 256 percent and total calls from eligible seniors increased 350 percent.

In 2013, Hunger-Free Minnesota improved upon the SNAP campaign's 2012 success by sharpening the budget and devising a data-driven strategy to zero in on select urban and rural communities that were identified as either underperforming or having significant growth potential.

We deployed traditional and non-traditional means to reach key audiences including boldly designed ads, flyers, posters and placemats and table tents for congregate dining sites, all distributed to more than 2,000 outreach partners. We held a kick-off event at a senior center inviting policy makers, community members and media. We used outdoor advertising and transit stops, grocery store receipts, radio advertising and state-wide radio news programming and Google search advertising to drive referrals and calls to the Minnesota Food Helpline. We partnered with AARP Minnesota to reach seniors and helped simplify how people accessed support on the Hunger Solutions website. The campaign significantly raised awareness, and provided vital education to remove stigmas and to reduce other barriers to getting help to reduce food insecurity.

The SNAP Awareness and Educational campaign led to a substantial increase of 37 million new meals by collectively generating a steady stream of new inquiries, referrals and activation.

Community Close-up: Navigating Community Solutions through a New Lens

Performance Goal: 3.7 Million Meals

Result: 6.9 Million Meals

Investment: \$3.57 Million

Hunger & Healthcare Portfolio:

Performance Goal: 1 Million Meals

Result: 478,883 Meals

Investment: \$1.22 Million

In its original business plan, Hunger-Free Minnesota recognized that the success of many of its efforts to close Minnesota's missing meal gap depended ultimately on the capacity of community-level organizations to optimize their services. Therefore, one key initiative involved heightening the capacity levels of our partners on the ground, relieving hunger right at home in their own communities.

To provide strategic insight for prioritizing system capacity investments, Hunger-Free Minnesota partnered with The Boston Consulting Group in the summer of 2012 to create a new geo-analytics tool that would serve to focus capacity-building opportunities within Minnesota's hunger-relief system at the local community level. Called "Community Close-Up," this detailed and informative data analysis tool, along with training, was made widely available as a resource to determine how many meals our hungriest residents were missing and in exactly which census tracts they resided. Demographic information provided for each of Minnesota's 1,338 census tracts helped suggest and inform strategies for closing the meal gap in towns and neighborhoods.

The Community Close-Up initiative provided a unique ability to use data to match demand for missing meals with community resources. Through grant-making that encouraged use of the Community Close-Up tool in innovative new ways, it served as a catalyst to bring together people across sectors—food shelves, businesses, schools, hospitals or clinics and hunger-relief services—who could collaborate in customizing action plans for their communities.

Community Close-Up data analysis was and is no substitute for local knowledge. However, it can deliver precise insight into how and where to target efforts, thus providing a vehicle to foster collaboration within



communities. The Community Close-Up tool informed strategies, coalesced partnerships, and served as the basis for well-informed, inclusive planning and implementation of new and existing services.

Beginning in 2012, Hunger-Free Minnesota issued several rounds of requests for proposals across the state, offering funding to organizations interested in increasing their capacity to fight hunger among those most in need. Community Close-Up data analysis, training and consultations were offered and encouraged in each round. Proposals followed a strict vetting protocol starting with staff and proceeding through a grants committee comprised of representatives from major funders—General Mills, Cargill and UnitedHealth Group—as well as rotating members from the campaign’s founding partners in the emergency food system sector. Grants were ultimately recommended by the campaign’s Project Implementation Committee and approved by the Steering Committee.

Evaluation criteria required innovation, collaboration and adherence to custom evaluation plans that measured meals, as well as more qualitative intended and unintended outcomes, as a means of capturing out-of-the-box ideas. With grants opportunities offered for both planning and implementation purposes, there was an inherent “R&D” factor built into this initiative.

In 2013, a pattern seemed to emerge: A number of proposals requested funding to foster greater collaboration between hunger relief and the healthcare system. In response, we again partnered with The Boston Consulting Group to analyze the potential of such integration projects. The research identified powerful ways in which the healthcare delivery system could help serve the food-insecure. The ubiquity of the healthcare system throughout the state was found to be of service in two possible ways: 1) performing services, such as screening, nutrition counseling and referrals to hunger-relief agencies; and 2) the actual provision of meals. All told, 17 grants were made to 14 organizations in the healthcare space.

The Food Pharmacy at Hennepin County Medical Center (HCMC) is a prime example of the hunger-health intersection model. Using a grant from Hunger-Free Minnesota, the Food Pharmacy has provided food to families receiving services at HCMC since 2008 and

was cited by the Joint Commission on Accreditation of Hospital Organizations (JCAHO) as a hospital “best practice” in 2014.

Of the 75 Community Close-Up grants awarded across Minnesota, including the healthcare portfolio, 67 were deemed either a success or on track when the campaign ended this initiative.

As part of the campaign’s legacy effort, Hunger-Free Minnesota distributed county maps with the latest meal gap data (2012-2013) drawn from the MDE, MDH and DHS to Minnesota’s Feeding America Food banks and targeted regional development commissions for use in their service areas. The Community Close-Up tool has proved powerful in communicating the plight of the hungry in government advocacy efforts, in addition to use in directly addressing hunger relief at the local level.

With the close of the campaign, Hunger-Free Minnesota passed on the updated Community Close-Up data tool to Second Harvest Heartland, Minnesota’s largest food bank, which will continue to offer it as a resource to support capacity-building efforts in the hunger-relief sector.



Retail Food Rescue: Letting Nothing Go to Waste

PERFORMANCE GOAL: 10.4 Million Meals

RESULT: 12.9 Million Meals

PARTNERS: Feeding America Food Banks in Minnesota

Minnesota's Feeding America food banks led the retail food rescue initiative, serving essentially as "wholesalers" for the emergency food system. Thanks to their ongoing work with Minnesota's grocers and "big box" retailers to rescue food that might otherwise have been wasted, our food banks coordinated a large-scale donation effort that redistributes quantities of useable product to local food shelves and meal programs. They have continued increasing volume for the state's food shelves and meal programs even as government commodities and manufacturer donations have flattened.

At the close of this campaign, these partners collectively added 12.9 million meals to the state's emergency food system by rescuing an additional 15.5 million pounds of food compared to 2011. Combined with the growth of agricultural surplus rescue, the food banks' retail food rescue efforts have kept increasing volume to the state's food shelves and meal programs. It is predicted that these rescue efforts will continue to grow over the next few years at a considerable rate.

As an outgrowth of the retail food rescue initiative, Hunger-Free Minnesota also helped to develop the concept of a non-profit grocery store in Minneapolis, in partnership with Pillsbury United Communities (PUC), called The North Market. We provided funding, assembled a work group of experts, and collaborated with PUC to obtain support from Hennepin County on redevelopment of the site, which is located in a North Minneapolis "food desert."

Prepared Food Rescue: Seizing Opportunities Existing and New

PERFORMANCE GOAL: 3.2 Million Meals

RESULT: 0.02 Million Meals

INVESTMENT: \$78,700

In Hunger-Free Minnesota's business plan, prepared food rescue refers to food donations from commercial sources, such as restaurants, dining halls and hospitals. Based on an analysis of Minnesota's solid waste data, an excess of 200 million pounds of commercial food waste is thrown away annually—a portion of this due to overproduction and under-consumption. While it is not feasible to reuse all the surplus food for consumption needs, recovering just 0.5 percent is enough to provide approximately 3.2 million meals.

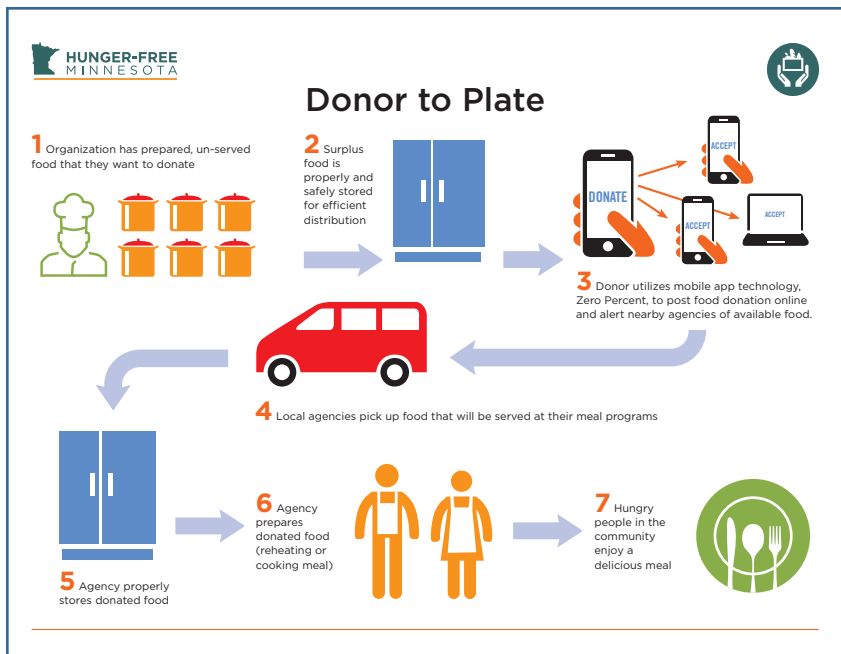
Prepared food rescue is complicated due to fragmented small volume donations and critical food safety considerations. In most cases, prepared food rescue efforts do not lend themselves to large scale aggregation and redistribution systems that work for non-perishable food donations. Initial research confirmed this premise—while prepared food rescue was already occurring in Minnesota, it was usually in small donated quantities and only between a few organizations. Far too many donors who had surplus food, as well as meal programs that could use this food, were not connecting for a variety of reasons.

Hunger-Free Minnesota set out to foster a new environment for prepared food rescue in Minnesota by lowering the traditional barriers and developing new networks of donors and recipients.

The campaign first identified best practices among the nation's leading prepared food rescue programs and developed specific guidelines for new Minnesota donors and recipients. Guidelines covered issues such as labeling standards, liability concerns and food safety standards.

As another key element of this initiative, Hunger-Free Minnesota identified educational institutions and corporate campuses as priority sources of prepared food donations. The dining services for these organizations serve large populations on a daily basis and typically have a consistent amount of surplus food available for donations.





efficiently connect multiple food donors and potential recipients. Zero Percent also allows major food donors, such as corporate or university food services, to track their donations for sustainability purposes.

The campaign launched a program utilizing Zero Percent with multiple recipients in real-time in the belief that this app will help overcome the fragmented and small donation volume issue. It is part of our ongoing effort to deal with supply chain issues. Major organizations are wasting too much food, and they know it, and want to do something about it. Challenges include properly storing the leftover food, transportation logistics, and food preparation on the recipient end.

Donor partners include Cargill corporate headquarters, General Mills corporate headquarters, Medtronic corporate headquarters, Best Buy corporate headquarters, Hopkins High School and Eagan High School.

Hunger-Free Minnesota staff then developed new partnerships with local meal programs, food banks and national food recovery organizations, including Community Food Response in Rochester; Second Harvest Northern Lakes Food Bank in Duluth; and Loaves & Fishes in the Twin Cities metro area.

2014 saw the launch of the Minnesota Campus Food Recovery Challenge, supported by Campus Kitchens Project and Food Recovery Network, two organizations that foster student-led efforts to build more sustainable approaches to food service on campuses and, in turn, donation of residual food into their communities. Hunger-Free Minnesota funded both Campus Kitchens Project and Food Recovery Network to establish Minnesota chapters.

As part of the Challenge, Hunger-Free Minnesota helped form new, full-fledged food recovery enterprises at Carleton College, Macalester College, the University of Minnesota—Twin Cities campus and the University of St. Thomas. The University of Minnesota—Duluth campus and St. Olaf College made good progress toward becoming official chapters, with Central Lakes College and Saint Cloud State University beginning the process with promise.

The campaign also completed a study with the College of St. Benedict and its Community Kitchen food recovery program. This pilot utilized Zero Percent, a web-based technology and application designed to

Legacy partners are stepping up and will continue to examine re-purposing prepared food, with a focus on not-in-school-time and summer feeding programs. Refinements in the delivery channels and pipeline for getting perishable food from donor to recipient are being developed to strategically deploy more meals to hungry children.



Childhood Hunger Platforms: Growing a Hunger-Free Minnesota for Our Kids

Currently in 2015, there are 495,424 Minnesota children ages 0-18 who struggle with food hardship. Through its work to fight hunger within three government-funded, child-focused programs, Hunger-Free Minnesota made strides toward making our kids food-secure. Our work to-date has served to make us that much more aware that the kind of collective-impact, total-solutions approach employed by the campaign could further evolve to benefit thousands of our kids and the future of our state.

School Breakfast Program & Challenge

PERFORMANCE GOAL: 4 Million Meals

RESULT TO-DATE: 4 Million Meals

INVESTMENT: \$1.65 Million

Minnesota students are missing nearly 33 million breakfasts every year. The federally funded School Breakfast Program provides free- and reduced-price-eligible students access to free or low-cost breakfasts at school. However, in Minnesota, overall participation has historically been only 40 percent (Source: EnSearch, Inc.).

And yet, research by the University of Minnesota shows that when children routinely eat breakfast at school, they perform better academically, they have better attendance records and fewer behavioral problems, and they are at lower risk for being overweight or obese.

A study by Deloitte and Share Our Strength further demonstrates the positive impact of providing school breakfasts to Minnesota kids in need. The study estimated that 47 percent of low-income middle and elementary school children who are eating school lunch are also eating school breakfast. If 70 percent of those eligible students who eat school lunch were also eating school breakfast, 127,730 additional kids would also be fed in the morning. This could add up to 62,508 additional school days attended annually, with 41,672 achieving better math scores and 10,418 more students ultimately graduating.

We found, however, that there are problems associated with the traditional models of School Breakfast or Breakfast in the Cafeteria where breakfast is served before the start of the day. Many students who need breakfast do not get to school early enough to eat it. Also, many students want to avoid the stigma of being labeled “poor,” which often happens when they are seen eating breakfast in the school cafeteria.

New breakfast meal service models, such as Breakfast in the Classroom, Second Chance Breakfast and Grab ‘n’ Go, have been created in the last few years to encourage participation, making food more conveniently accessible while removing stigmas. These programs use tools such as mobile service carts for convenient and flexible distribution in hallways or classrooms when students arrive or during morning breaks. The meals consist of clean and easy-to-eat items, such as breakfast sandwiches, plus milk and fruit or juice.

The campaign’s initial work related to the school breakfast initiative began in 2011-2012. We conducted extensive research and meetings in Minnesota and across the country, exploring areas where improvement was needed and reviewing best practices, both for increasing participation and for educating school districts on the enrollment process for meal reimbursement. Staff made presentations and organized outreach efforts with the Minnesota Association of School Administrators, the Minnesota Elementary Schools Principals Association and the Minnesota School Nutrition Directors.

As an outgrowth of this foundational research and outreach, the campaign and its partners implemented a media effort and prepared promotional materials customized for schools. We also created a tool kit, which received best-in-class recognition by Share Our Strength and Feeding America. We were especially proud to partner with The Brand Lab’s program of college-age interns from low income and ethnically diverse backgrounds in the preparation of these materials aimed at elementary, middle and high school students. Many of these students, who are pursuing careers in marketing and advertising, had experienced food insecurity themselves growing up.

In addition, we established a multi-year partnership with the Children’s Defense Fund-Minnesota as our backbone organization to build focused outreach efforts in school districts and K-12 schools.

With this foundation in place, in 2013 we launched the School Breakfast Challenge I, a performance-based incentive plan whereby participating K-12 schools received a per-meal cash award for every additional meal served, as measured against the previous year. Thirty-five schools participated in our pilot year 2013-2014, with 120 participating in the School Breakfast Challenge II during the 2014-2015 school year, all supported by our staff resources, marketing materials and a dedicated section on the Hunger-Free Minnesota web site.

A dedicated Hunger-Free Minnesota staff position, support from The Children’s Defense Fund, a host of education stakeholders within MDE, the schools themselves and staff at the district level got behind the campaign’s newly orchestrated effort to get more kids in need the breakfasts they require and deserve. Various incentives were built into the Challenge in its first two years, with varying degrees of success.

Then-Lieutenant Governor Yvonne Prettner Solon embraced the School Breakfast Challenge, serving as lead spokesperson at kick-off events in Minneapolis and Duluth, both of which attracted significant media attention. The Lieutenant Governor was instrumental in getting the program off to a good start by stimulating awareness and participation in high-need schools. She also helped to engage the Commissioner of Education to work on our behalf in support of the statewide instructional time memorandum that releases teachers to teach while students eat breakfast in their classrooms—a critical step in removing barriers to this program.

The campaign’s concerted efforts made a real difference. In the four years since it launched the school breakfast initiative in 2011-2012 until the end of March 2015, yearly comparisons show an aggregate increase of 10.5 percent in the number of schools offering breakfasts to those students eligible for free and reduced-price meals, with a 24 percent increase in the number of breakfasts served. The School Breakfast Initiative added 3.3 million meals to help close the meal gap. Further analysis confirmed that contact with Hunger-Free Minnesota and its partners added four times as many breakfast meals per site as compared to those lacking engagement.

We don’t think any deserving child should leave breakfast, literally, on the table. Work in this vital arena must and will continue through Hunger-Free Minnesota’s legacy organizations as they evolve.

Not-in-School-Time Meals

PERFORMANCE GOAL: 4.5 Million Meals

RESULT TO-DATE: 0.21 Million Meals

INVESTMENT: \$650,000

National data confirms that many students arrive at after-school programs hungry. It’s been hours since lunch, and some of these kids know that they may not have dinner waiting at home. Hunger-Free Minnesota’s Not-in-School-Time Meals initiative was created to increase the number of out-of-school-time snacks and meals served in after-school programs.

In 2010, the Healthy Hunger-Free Kids Act expanded a federally funded after-school meal reimbursement program to all 50 states. In Minnesota, usage of these available funds has been very low. The campaign’s work began in early 2013 by identifying key barriers to and strategies for engaging schools and community-based organizations to consider enrolling in the Child and Adult Care Food Program (CACFP).

CACFP is a federal food program that provides healthy meals and snacks to children through after-school programs during the school year. Through CACFP, select after-school enrichment programs at schools, community centers or other venues are reimbursed for snacks or meals served to participating children. The kids can be served any time after the official end of the regular school day.

Participating programs must meet several requirements, including location on sites where at least 50 percent of the children in the school attendance area are eligible for free- or reduced-price school meals. They must offer educational or enrichment activities. They must meet licensing, health and safety codes as required by state or local law. And, they must serve nutritionally balanced snacks or meals that meet USDA standards with foods such as milk, meat, vegetables, fruit and bread.

After completing a national survey of best practices from other states that have implemented programs of this type, Hunger-Free Minnesota launched a rolling grant opportunity to incent programs to enroll in At-Risk CACFP with the goal of serving snacks or meals, expanding existing snack or meal programs or migrating from a snack to a meal service. The campaign built a strong collaboration with the Minnesota Department of Education, which administers CACFP and At-Risk CACFP in our state, and together we will continue to leverage resources to increase awareness and enrollment.



Ongoing work in this area will continue through Hunger-Free Minnesota's legacy organizations. It will focus on strengthening partnerships with organizations, such as Providers Choice, a Minnesota CACFP sponsor, working in early childhood development, and regional development commissions, to create "hubs" for efficiently reaching children through licensed daycare centers, school programs and other community programs that extend the potential for increasing the numbers of Not-in-School-Time meals served. We also worked with Youthprise, a grant recipient, to fund their sponsor-status with the MDE; they are moving quickly to include meals within their academic enrichment network.



Women, Infants and Children (WIC)

PERFORMANCE GOAL: 5.8 Million Meals
RESULT TO-DATE: 1.07 Million Meals
INVESTMENT: \$290,000

Hunger-Free Minnesota's original business plan identified an opportunity to provide more meals through greater utilization of the Women, Infants and Children (WIC) program. A combination of increasing the total enrollment, as well as keeping those enrolled in the program longer, as their children age, would result in a net addition of meals.

The campaign joined forces with the Minnesota Department of Health to identify potential opportunities to increase program participation and retention. However, a variety of factors limited the campaign's ability to add meals through the WIC program. Minnesota already is consistently among the top five states in enrollment of eligible families, with participation approaching 80 percent. In addition, total enrollment has levelled but is nevertheless down as Minnesota's birth rate has fallen significantly since a 2007-2008 peak.

Further, enrollment in WIC is higher for mothers, infants and children less than age two, but retention is an issue after that, even though children are eligible through age five.

To better understand the complicated web of issues related to WIC participation—which challenges mattered most and what messages would effectively drive either enrollment or retention—the campaign engaged in professionally conducted market research coordinated by Pillsbury United Communities in 2013. Four focus groups comprised of eligible non-participants in WIC were held in Minneapolis, Circle Pines, Grand Rapids and St. Cloud.

Strengthening communication with WIC participants and the general public was an important strategy. We took the following actions to support greater WIC utilization: Hunger-Free Minnesota presented at the annual Children's Hospitals and Clinics of Minnesota Community Health event on the importance of early nutrition in school readiness; we underwrote a Minnesota WIC research brief by Children's HealthWatch—a nonpartisan network of pediatricians, public health researchers, policy and child health experts; we partnered with the Minnesota Department of Health, including the Commissioner's office, to co-sponsor hunger and health forums; we developed a WIC program brochure targeted to physicians; and we funded a hospital referral pilot to support program enrollment in a clinical setting. More still needs to be done, but these are examples of efforts that help ensure a healthy start in life for all at-risk young children.

Based on experience and this research, we are convinced that although challenges persist, opportunities to add meals through the WIC program exist through work to sustain Minnesota's currently high level of participation and through increasing the average length of time a family stays in the program. Ongoing work in this area will need to encourage participation among the most challenging 20 percent who are eligible but not involved. Keeping young children connected to WIC is important work. More needs to be done to increase program access and participation retention, given the proven benefits of WIC.



Thank you so much for the grant to support our hunger-relief efforts in Cass County. These funds will have a major impact on a community with very high poverty, hunger and chronic disease . . . This project would not have come together without the support and encouragement by you and your great staff. – Sue Estee, executive director, Second Harvest North Central Food Bank

The Research Factor: A Campaign Grounded in Reality, Hunger = Meals Missed

Five pivotal studies informed the campaign's preliminary understanding of the scope of Minnesota's hunger crisis, along with the extensive data analysis by The Boston Consulting Group that grounded the original business plan:

- Missing Meals Study, 2008 (Source: Second Harvest Heartland)
- Hunger in America: Minnesota Study, 2010 (Source: Feeding America)
- SNAP Access Study, 2009 (Source: The Boston Consulting Group)
- Cost/Benefit Hunger Impact Study, 2010 (Source: University of Minnesota Food Industry Center)
- Map the Meal Gap Study, 2011 (Source: Feeding America)

Emanating from this insightful body of work, the campaign leadership decided to define and measure hunger in terms of missing meals vs. pounds or other metrics—an “ah-hah” moment for many who became stakeholders along the way.

From there, in keeping with the campaign's data-driven approach, collaborations were formed at key junctures with experts, such as those at Children's HealthWatch, a nonpartisan network of pediatricians, public health researchers, and policy and child-health experts that conducts primary research to inform public policies that impact children's health. They first produced for the campaign a brief in 2013: *Food Security Protects Minnesota Children's Health*. We also commissioned them in 2014 to provide an additional policy brief articulating Minnesota's participation and retention/drop-off rates in the WIC program: *Building on Strength: Keeping Young Children Connected to WIC*.

Such work instructed campaign stakeholders and policy makers at the local, state and national levels as to the fundamentals of the hunger issue, and the importance and credibility of our efforts on an ongoing basis.

The Evaluation Factor: Accountable Once and for All

The Hunger-Free Minnesota campaign was publicly accountable from the start: from the **planning** stage, moving through the **operation** stage, and finally, as to **measurable impact** along the way—all with an eye toward rigor, results and replication.

Dr. Stacey Hueftle Stockdill, founder of EnSearch, Inc., a national evaluation firm, directed the evaluation process starting in 2011. Her evaluation plan, specially designed for the campaign, provided ongoing feedback about what was working, where modifications were needed, and, at the end of the day, quarter or year, where impact should and could be documented. Dr. Stockdill, who has taught evaluation methods at the graduate level at the University of St. Thomas, Metro State University and the University of Minnesota, based the Hunger-Free Minnesota campaign evaluation plan on her copyrighted approach, which flows from and directly links to an organization's mission-critical goals and desired outcomes.

Her design measured impact by determining the accomplishment of intended as well as unintended outcomes. Her work involved tireless consultations with experts in the hunger-relief space, as well as secondary analysis of existing databases and research tools and reports.

Her efforts supported and encouraged the collective impact model of the campaign by gathering first-hand feedback from a highly inclusive band of collaborative partners regarding Hunger-Free Minnesota's strengths and weaknesses, enabling staff and consultants to modify and improve their strategies and approaches as needed. Her collaborative partners surveys in 2012 and 2013 elicited confidential, frank, open-ended—and useful —guiding comments.

Grant-making was a significant element of the campaign and Dr. Stockdill drove the development of the evaluation system for funding processes and evaluation.

And, it is her scorecard that tracked progress against closing the Missing Meal Gap, the game-changing measuring stick of Hunger-Free Minnesota.

Your grant will allow us to examine food insecurity and child health in Minnesota and create a policy brief. This work is critical to the mission of Children’s HealthWatch to provide timely, scientific evidence to inform effective public policies that improve the health and development of our nation’s youngest children. – Kathleen E. Walsh, president and CEO, Boston Medical Center

The Visibility Factor: Hunger-Free Minnesota Messages Carried Loud and Clear

There’s an old public relations adage that still holds true: First, do something good. Then, tell people about it. Every successful campaign must find its voice. And Hunger-Free Minnesota did so resoundingly.

The campaign’s communication goal was basically two-pronged: demystify stereotypical notions of hunger and explain the concept of food-insecurity, along with its prevalence. To lend credence, communications strategies and tactics were grounded in the research and data that drove the campaign in the first place.

Earned media—or publicity—efforts were often timed to provide visibility and credibility, and to mobilize action, around programming related to the eight initiatives. Such efforts featured the SNAP Awareness and Education campaign, the 2012 sweet corn rescue that was central to the Agricultural Surplus initiative, and the launch of School Breakfast Challenge I and II featuring endorsement by the Office of the Lieutenant Governor in media markets across the state.

Further, opinion pieces and articles in the business media highlighted the campaign’s cross-sector collaboration efforts and successes.

Early in the campaign, when efforts to bring general attention to the issue of hunger through the media were especially intense, an informal count determined that almost eight articles a month on some aspect of the topic were appearing in print and broadcast media statewide.

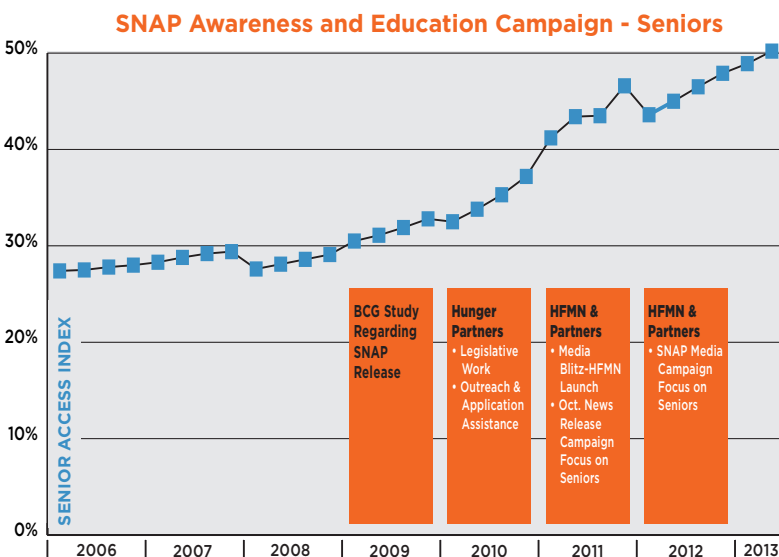
Another key to affecting awareness and influencing strategy was the Hunger-Free Minnesota multi-faceted partnership with Minnesota Public Radio’s (MPR), through which it gained a broadcast and online presence that reached thought leaders, stakeholders and hungry people in literally every corner of the state. Radio events and digital promotions created a platform for launching a host of communications.

For more targeted reach, the MPR relationship included sponsorship of the *Marketplace Morning Report* to specifically address business leaders.

Hunger-Free Minnesota’s MPR partnership included dedicated reporting on the issue of hunger by veteran MPR reporter/producer Julie Siple. While the campaign underwrote Siple’s beat, it exerted no editorial control, nor would it have been accepted. The body of Siple’s work demonstrated a strict adherence to journalistic integrity, which added to its value.

The campaign also created a series of short videos explaining its core initiatives and showing them in action in the community, making them available on YouTube and the campaign web site. Indeed, the Hunger-Free Minnesota web site grew to be a hub of information on everything campaign-related, including the business plan, summaries of key initiatives, grantee profiles, case studies and research briefs and supporting data.

A professionally produced launch video featuring personal stories accompanied a photo essay capturing the faces of hunger in a graphic display which traveled to corporate campuses around the state. And for two years, Hunger-Free Minnesota had a presence at the Minnesota State Fair, gaining exposure among one of the state’s largest grass-roots audiences.



As a statewide news and cultural organization, we felt that Hunger-Free Minnesota was a perfect fit; most specifically because the results of this initiative were going to be measured against legitimate research after setting achievable goals . . . I can tell you it's what got us excited about the project. – *Tim Roesler, senior vice president, American Public Media and Minnesota Public Radio, member LLC board*



Hunger-Free Minnesota and its lead funders hosted the Minnesota Hunger Impact Exchange at General Mills headquarters on April 11, 2013. The program fostered collaboration, investment and action among corporate leaders, nonprofit organizations and grassroots hunger-fighting organizations. General Mills pledged an additional \$1 million to the campaign that day. The program also included a leadership panel discussion shown here (left to right) involving Ken Powell, chairman and CEO, General Mills; Scott Portnoy, corporate vice president, Cargill; Jack Larsen, division president, UnitedHealth Group; and Pete Lawyer, managing director, The Boston Consulting Group. Moderator, Chris Farrell.

An online newsletter, *Provisions*, provided news and campaign information to hundreds of stakeholders, including the Feeding America system, all its food banks in Minnesota, as well as those on the front lines working food shelves, pantries and full-service social service organizations.

Campaign leadership staff members were invited to serve as speakers or panelists by federal and state agencies, community organizations, industry associations and corporations in Minnesota and around the country. Audiences were intrigued to hear about the “Minnesota Model” and why it was working. The campaign was eager to showcase its work and support replication efforts in other states. As the most comprehensive statewide effort, many states were looking to Minnesota as the innovation leader in its ability to drive alignment among key constituencies and engage a diverse set of stakeholders. As word spread, a wide array of groups were willing to unite around hunger outside of the traditional hunger-relief non-profits. Presentations were delivered at hospitals, foundations, regional development commissions and universities.

All told, the campaign and its messages around the issue of hunger reached millions. Earned media efforts alone generated 69,784,800 “impressions” (readership, listenership or viewership) in outlets from Duluth to Marshall and points in-between, including heavy coverage in the Twin Cities.

Hunger-Free Minnesota: Accomplishments 2011-2014

- Created first-of-its kind, deep-dive, data-driven hunger-relief campaign, mobilizing non-profit, corporate and government entities working together for collective impact in the fight against hunger
- Designed model partnerships and expanded existing networks in the hunger space through heightened and novel engagement of funders, community leaders and state agency partners
- Blended business strategies with community ingenuity to create an action plan with specific initiatives targeting transformation of Minnesota’s emergency food system, SNAP awareness and activation, and child hunger and nutrition programs
- Leveraged generous financial investments and in-kind resources as a means to creatively close the missing meal gap through funding of 431 projects
- Developed replicable “Community Close-Up” tool for mapping where meal gaps exist at the census-tract level to catalyze community action and inform customized solutions
- Focused visibility on the issue of hunger as a significant economic drain and social problem requiring broad-based attention for the overall health and future success of Minnesota
- Exceeded campaign goal by adding 70 million new meals to the hunger-relief system through investments of more than \$9.7 million and 431 grants in Minnesota neighborhoods and communities

THANK you so much! This grant allowed us to expose our students to fresh fruit for breakfast, which many of them in our rural community never experience . . . More students are starting the day with a healthy breakfast and we appreciate the help in making this happen through the grant dollars! – Susan Hoeft, Principal, Vandyke Elementary, Greenway Schools ISD #316, School Breakfast Challenge Participating School

Minnesota's Hunger-Free Collective Impact Model: 5 Replicable Lessons Learned

By Ellie Lucas

The work and reputation of the Hunger-Free Minnesota campaign spread beyond state borders. Staff became expert resources on how to replicate various aspects of its initiative work. They exchanged data and learnings with stakeholders engaged in fighting hunger and food insecurity in several states including Illinois, Indiana, Colorado, Maryland, Washington, D.C., Ohio, Texas, North Carolina and Wisconsin. Through it all, five lessons learned rose to the forefront.

1. While poverty may always be with us, food insecurity does not have to accompany poverty.

Minnesota has enough food. It is both ironic and unacceptable that more than 600,000 of our residents miss a meal as often as every other day because they can't afford or access food. Bridging supply and demand is not nearly as simple as it looks, or as we would like it to be, however. Hunger-Free Minnesota was a committed, collective effort that became a real catalyst for change by creating a means for zeroing in on food need and availability at the neighborhood level to close the missing meal gap.

2. The cost of hunger to communities is far more expensive than the cost of solving hunger.

In Minnesota alone, hunger—or food insecurity—costs an estimated \$1.9 billion annually in education and health care expense. Food insecurity leads to lost productivity, poor student educational outcomes and avoidable health care costs. Counterintuitively, food-insecure households have higher incidences of obesity, diabetes, cardiovascular and other diet-related diseases. Bottom-line: documenting these costs on a financial and human level helped get the attention of business, community and government leaders.

3. Existing federal programs intended to help those living in poverty are significantly underutilized and local communities can play an important role in changing this situation.

Utilizing proven food nutrition assistance programs is one of the fastest ways to impact food insecurity, but it requires attention, education and, in some cases, financial investments to do so. Bringing these dollars into communities also stimulates local economies.

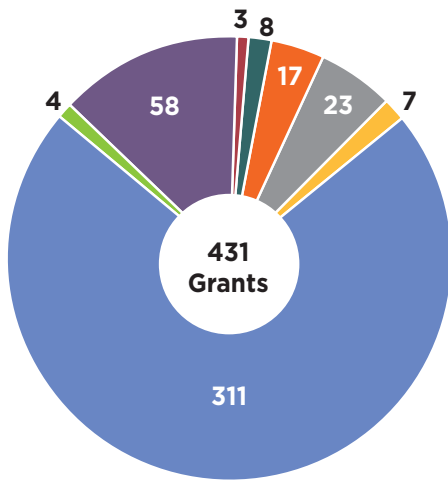
4. Agricultural surplus rescue has huge potential to increase the amount of fresh produce for low-income citizens, not just for Minnesota, but on a national scale.

More than 300 million pounds of food is wasted each year just in Minnesota because it is not harvested, or is harvested but not sold. Our sweet corn rescue pilot program alone demonstrated that up to 1 million excess pounds of corn could be harvested and distributed to 18 Feeding America Food Banks across the country. We can get creative and it is rewarding to see the delight that fresh produce can provide to those struggling with food hardship.

5. Childhood hunger is a potential crisis because of its future education and health consequences and we can do better—in fact, we should do better.

Childhood hunger deserves our immediate attention on a national scale if we are committed to improving childhood education and health outcomes. Reducing the burden of ever-climbing health care costs and the consequences of diminished academic achievement should not continue. Research funded by Hunger-Free Minnesota and conducted by Children's HealthWatch shows that when young children experience food insecurity, they are at increased risk of poor health and developmental delays—one in five U.S. families with children under six years old are food insecure. There are solutions, and they are sustainable.

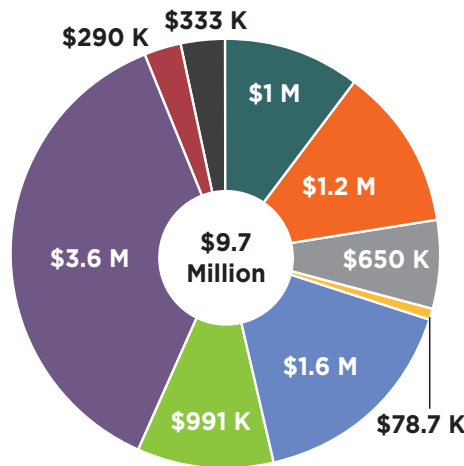
As appeared in US Daily Review and at Yale Economic Development Symposium.



Hunger-Free Minnesota Grants by Initiative

- Agricultural Food Rescue
- Hunger & Health
- Not-in-School-Time
- Prepared Food Rescue
- School Breakfast
- SNAP Awareness
- Community Close-Up
- WIC

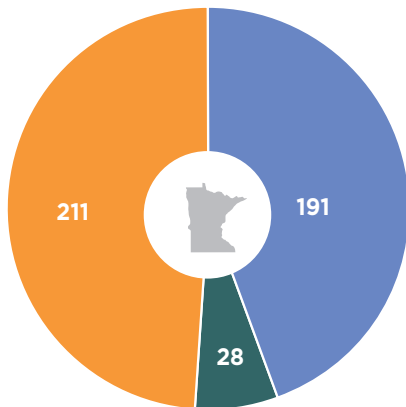
Source: Dr. Stacey Stockdill, EnSearch, Inc. May 2015



Hunger-Free Minnesota Investments by Initiative

- Agricultural Food Rescue
- Hunger & Health
- Not-in-School-Time
- Prepared Food Rescue
- School Breakfast
- SNAP Awareness
- Community Close-Up
- WIC
- General Awareness

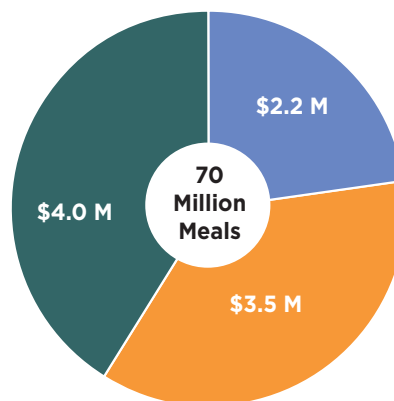
Source: Dr. Stacey Stockdill, EnSearch, Inc. May 2015



Hunger-Free Minnesota Grants by Region

- Statewide
- Greater Minnesota
- Twin Cities

Source: Dr. Stacey Stockdill, EnSearch, Inc. May 2015



Hunger-Free Minnesota Investments by Region

- Greater Minnesota
- Statewide
- Twin Cities

Source: Dr. Stacey Stockdill, EnSearch, Inc. May 2015

Founding Partners

Thanks to the following champions from every corner of the state for believing in the Hunger-Free Minnesota Campaign enough to publicly commit expertise and resources from the beginning:

Channel One Regional Food Bank & Food Shelf

A local food shelf and regional food bank that serves Southeast Minnesota and Western Wisconsin

Great Plains Food Bank

Strives for a hunger-free North Dakota and western Minnesota

Greater Twin Cities United Way

Committed to supporting Hunger-Free Minnesota initiatives within the nine-county area of the Twin Cities

Hunger Solutions Minnesota

A comprehensive hunger-relief organization that takes action to assure food security for all Minnesotans by supporting agencies which provide food to those in need, advancing sound public policy and guiding grassroots advocacy

North Country Food Bank

North Country Food Bank, Inc. distributes food and other resources to 21 counties in northwest and west central Minnesota and part of Grand Forks, N. D.

Second Harvest Heartland Food Bank

The Upper Midwest's largest hunger-relief organization, it forms the backbone of organizations working together to efficiently alleviate hunger in 59 counties throughout Minnesota and Western Wisconsin

Second Harvest North Central Food Bank

Serves more than 115 hunger-relief organizations in North Central Minnesota

Second Harvest Northern Lakes Food Bank

Feeding Northeastern Minnesota and Northwestern Wisconsin through more than 120 charitable food programs

Lead Funders

Thanks to these stakeholders for being the first to invest at groundbreaking levels:

Cargill Inc. and Cargill Foundation
General Mills Foundation
United HealthGroup

Strategic Partners

Thanks to these partners for providing key data and widespread visibility, the vital strategic underpinnings that drove the campaign's success:

The Boston Consulting Group
Minnesota Public Radio

Initiative Funders

Thanks to these stakeholders for investing in specific initiatives:

Blue Cross & Blue Shield of Minnesota Foundation
Bush Foundation
Frey Foundation
Hormel Foundation
Krisbin Foundation
Land O' Lakes

LLC Board

Thanks to the following dedicated volunteers for their invaluable strategic counsel and campaign oversight:

Dan Gott, partner and managing director, Boston Consulting Group
Shawn O'Grady, president, sales and channel development, General Mills
Rob Johnson, president (retired), Cargill Foundation
Tim Roesler, senior vice president, America Public Media and Minnesota Public Radio

Steering Committee

Thanks to the following individuals for publicly putting their names, along with those of their corporations and organizations, behind the work of Hunger-Free Minnesota:

Sarah Caruso, president & chief executive officer, Greater Twin Cities United Way
Pat Donovan, president & chief executive officer, Bremer Financial
Jeff Ettinger, chairman & chief executive officer, Hormel Foods
Jack Larsen, executive vice president, Optum
Greg Page, executive chairman, Cargill
Ken Powell, chairman & chief executive officer, General Mills
Rob Zeaske, chief executive officer, Second Harvest Heartland

Project Implementation Committee

Thanks to the following dedicated hunger-relief leaders for providing operational insight and issue-oriented expertise:

- Bob Chatmas**, chief operating officer, Second Harvest Heartland
- Sue Estee**, executive director, Second Harvest North Central Food Bank
- Marcia Fink**, formerly, director, Safety Net program, Greater Twin Cities United Way
- Michelle Grogg**, senior director, corporate contributions and partnerships, executive director, Cargill Foundation
- Mary Jane Melendez**, executive director, General Mills Foundation (as of January 2015)
- Colleen Moriarty**, executive director, Hunger Solutions Minnesota
- Shaye Morris**, executive director, Second Harvest Northern Lakes Food Bank
- Susie Novak**, executive director, North Country Food Bank
- Tola Oyewole**, director, Cargill Foundation and corporate giving, Cargill
- Pam Ross**, formerly, associate director of community affairs, UnitedHealth Group
- Steve Sellent**, director, Great Plains Food Bank
- Jennifer Woodford**, executive director, Channel One Regional Food Bank

Grants Subcommittee

Thanks to the following dedicated volunteers who served on the granting subcommittee on a rotating basis:

- Bob Chatmas** - Second Harvest Heartland
- Sue Estee** - Second Harvest North Central Food Bank
- Marcia Fink** - Greater Twin Cities United Way
- Jessica Francis** - Hunger Solutions Minnesota
- Mary Jane Melendez** - General Mills
- Shaye Morris** - Second Harvest Northern Lakes Food Bank
- Maureen Nelson** - United Way of Goodhue, Wabasha and Pierce
- Susie Novak** - North Country Food Bank
- Eric Nyberg** - Keystone Services
- Pam Ross** - UnitedHealth Group
- Steve Sellent** - Great Plains Food Bank
- Laura Prink** - United Way of Goodhue, Wabasha and Pierce
- Jennifer Woodford** - Channel One Regional Food Bank

Alliances

Thanks to the following partners for offering data, issue-related experience, endorsements and access to their networks and constituencies:

- AARP Minnesota**
- Campbell Mithun**
- Children's Defense Fund**
- Children's HealthWatch**
- Colle + McVoy**
- CompassPoint Media**
- Dorsey**
- Feeding America**
- General Mills Good Works**
- Midwest Dairy Council**
- Minnesota Agri-Growth Council**
- Minnesota Department of Agriculture**
- Minnesota Department of Education**
- Minnesota Department of Health**
- Minnesota Department of Human Services**
- Seneca Foods**
- Share Our Strength**
- SUPERVALU**
- Ultra Creative**

Campaign Staff Leadership

Thanks to this core team augmented by other talented staff, as the needs of the campaign evolved:

- Ellie Lucas**, chief campaign officer
- Jason Reed**, director, strategy and corporate partners
- David Dayhoff**, director, partnership engagement and advocacy
- Libby Stegger**, senior manager, statewide programs and partnerships

Campaign Consultants

Thanks to these talented individuals for their special expertise:

- Joanne B. Henry**, executive vice president, Neuger Communications Group
- John Henry**, principal, John Henry Design
- Molly O'Brien Molpus**, independent counselor and grants manager
- Stacey Hueftle Stockdill**, CEO, EnSearch, Inc.
- Christine M. Tsang**, communications counselor, Neuger Communications Group

Grant Recipients

Adams Elementary, Anoka ISD #11
Adrian Elementary, Adrian ISD #511
AEOA for Two Harbors
Alice Smith Elementary
Andersen Complex, Minneapolis Special District #1
Anthony Middle, Minneapolis Special District #1
Aquila Elementary, St. Louis Park ISD #283
Asian Media Access
Banfield Elementary, Austin ISD #492
Battle Creek Elementary, St. Paul ISD #625
Bemidji Middle, Bemidji ISD #31
Ben Franklin Elementary & Summer School, Rochester ISD #535
Birch Lake Elementary, White Bear Lake ISD #624
Bird Island Elementary, Bird Island Olivia Lake Lillian ISD #2534
Boys & Girls Club - Rochester
Boys and Girls Club of Central MN
Broadway at Longfellow, Minneapolis Special District #1
Brooklyn Junior High, Osseo ISD #279
Browerville Area Food Shelf
The Campus Kitchens Project
CAPI USA
Caring For All
Catholic Charities
Central Elementary, Bemidji ISD #31
Central Lakes College
Century Elementary School
Challenger Elementary School
Channel One Food Bank
Cherry Elementary, St. Louis County ISD #2142
Children's Defense Fund MN
Children's HealthWatch
College of Saint Benedict
Community Aid of Elk River
Community Emergency Assistance (CEAP)
Community Emergency Service
Community Food Response
Coon Rapids Middle, Anoka ISD #11
Cornerstone Montessori Elementary School

Crestview Elementary, South Washington County ISD #833
CROSS Food Shelf
Deer River High School - Learning Academy, Deer River ISD #317
Denfeld Senior, Duluth ISD #709
Dual Language Immersion/Elliott, Richfield ISD #280
Eagan Resource Center/Open Door
Earle Brown Elementary, Brooklyn Center ISD #286
East Side Neighborhood Services
ECHO Food Shelf
Echo Park Elementary, Rosemount ISD #196
Edgerton Elementary, Roseville ISD #623
Edinbrook Elementary, Osseo ISD #279
Edward Neill Elementary, Burnsville ISD #191
Eisenhower Elementary School
Ellis Middle, Austin ISD #492
Elton Hills Elementary, Rochester ISD #535
Emergency Foodshelf Network/The Food Group
Emmet Williams Elementary, Roseville ISD #623
Epiphany Catholic School
Evergreen Park Elementary, Anoka ISD #11
Fairview Elementary, Mora ISD #332
Family Pathways
Floodwood School District
Food Recovery Network
Forest Lake Elementary, Grand Rapids ISD #318
Forestview Middle School, Brainerd ISD #181
Franklin Elementary, Anoka ISD #11
Fridley Middle, Fridley ISD #14
Fridley Senior, Fridley ISD #14
Frost Lake Magnet Elementary, St. Paul ISD #625
Fruit of the Vine Food Shelf (aka Vineyard Community Services)
Gage Elementary, Rochester ISD #535
Garlough Elementary, West St. Paul ISD #197
Gideon Pond Elementary, Burnsville ISD #191
Gordon Parks High School ALC, St. Paul ISD #625
Great Plains Food Bank
Greater Minneapolis Council/Division of Indian Work
Greenhaven Elementary, Hibbing ISD #701
Greenvale Park Elementary

Grant Recipients (continued)

Hamilton Elementary, Anoka ISD #11
Harambee Elementary, Roseville ISD #623
Hayes Elementary, Fridley ISD #14
Heritage Middle School, West St. Paul ISD #197
Hidden Valley Elementary, Burnsville ISD #191
Hilltop Elementary, LeSueur-Henderson ISD #2397
Home and Away Ministries: Ruby's Pantry
Hope Community Academy
Horizon Middle School, Moorhead ISD #152
Hunger Solutions Minnesota
ICA Food Shelf
Jabbok Family Services
Jackson Preparatory Elementary, St. Paul ISD #625
John Adams Middle School, Rochester ISD #535
John Glenn Middle, North St. Paul Maplewood ISD #622
JW Smith Elementary, Bemidji ISD #31
Kaleidoscope Place
Keewatin Elementary, Nashwauk Keewatin ISD #319
Kelliher Elementary, Kelliher ISD #36
Keystone Community Services
Lakes and Pines Community Action Council
Lakewood Health System
Lincoln Elementary, Anoka ISD #11
Lincoln Elementary, Bemidji ISD #31
Lincoln Elementary, Hibbing ISD #701
Little Canada Elementary, Roseville ISD #623
Little Falls Middle School, Little Falls ISD #482
Loaves and Fishes
Long Prairie Emergency Food Pantry
Lowell Elementary, Duluth #709
Lutheran Social Services
Marcy Open Elementary, Minneapolis Special District #1
Menahga Elementary, Menahga ISD #821
Mesabi East Elementary, Mesabi East Schools ISD #2711
Messiah Lutheran Church
Metro Meals on Wheels
Minneapolis Nutrition Center
Minneapolis Public Schools Culinary & Nutrition Services
Minneapolis Special District #1
Minneapolis Medical Research Foundation
Mississippi Elementary, Anoka ISD #11
Minnesota Department of Health WIC Program
Minnesota Department of Human Services
The Minnesota Project
Moreland Elementary, West St Paul ISD #197
Mountain Iron - Buhl Secondary, Mountain Iron Buhl ISD #712
Mower County Senior's INC
Murphy Elementary, Grand Rapids ISD #318
MW Savage Elementary, Burnsville ISD #191
Neighborhood House
Neighbor's Inc.
Neveln Elementary, Austin ISD #492
New Millennium
New York Mills Elementary, New York Mills ISD #553
Newport Elementary, South Washington County ISD #833
Noble Academy
North Carolina Association of FA
North Country Food Bank
North Junior, St. Cloud ISD #742
North Woods Elementary, St. Louis County ISD #2142
Northeast Middle, Minneapolis Special District #1
Northern Lights Community School
Northland Secondary, Northland Community Schools ISD #118
NorthPoint Health & Wellness
Oak Hill Community Elementary, St Cloud ISD #742
Oak View Elementary, Osseo ISD #279
Oltman Junior, South Washington County ISD #833
Open Door Health Center
Otter Tail Salvation Army
OtterTail-Wadena CAC
Park Nicollet Foundation
Park Side Elementary, Marshall ISD #413
Paul & Shelia Wellstone Elementary, St Paul ISD #625
Paynesville Elementary, Paynesville ISD #741
Perspectives
Phyllis Wheatley Community Center
Piedmont Elementary, Duluth ISD #709
Pillsbury Elementary, Minneapolis Special District #1

Pillsbury United Communities
Pine River - Backus Family Center
Pinewood Elementary, Mounds View ISD #621
Pipestone Area Schools
Ponemah Elementary, Red Lake ISD #38
Prairie Elementary School, Worthington ISD #518
Prairie Five Community
PRISM
Promise Neighborhood/St. Cloud
PROP
Providers Choice
Pullman Elementary, South Washington County ISD #833
Rahn Elementary, Burnsville ISD #191
Ramsey Middle School
Red Lake Elementary, Red Lake ISD #38
Red Lake Secondary, Red Lake ISD #38
Region Five Development Commission
Region Nine Development Commission
Remer Elementary School
Richfield High School, Richfield ISD #280
Richfield Middle, Richfield ISD #280
Riverside Central, Rochester ISD #535
Roosevelt Elementary School
Rotary District 5950
Rural Advantage
Saint Paul Public Schools
Sauk Centre Elementary, Sauk Centre ISD #743
Sebeka Public Schools
Second Harvest Heartland
Second Harvest North Central
Second Harvest Northern Lakes
Sherburne Co Area United Way
Sheridan Hills Elementary, Richfield ISD #280
The Sheridan Story: Woodrich Church
Sioux Trail Elementary, Burnsville ISD #191
Sky Oaks Elementary, Burnsville ISD #191
South Junior, St. Cloud ISD #742
South Ridge Elementary, St. Louis County ISD #2142
Southgate Elementary, Austin ISD #492
Southwest Elementary, Grand Rapids ISD #318

Southwest Middle School, Albert Lea ISD #241
St. Paul City School - Middle, St. Paul ISD #625
Staples-Motley Middle, Staples Motley ISD #2170
Stevenson Elementary, Fridley ISD #14
Sunnyside Elementary, Red Wing ISD #256
Sunset Terrace Elementary, Rochester ISD #535
Sweeney Elementary, Shakopee ISD #720
Three Rivers Community Action
Tracy Area Public Schools
University of Minnesota Department of Pediatrics
Division Gastroenterology
United Way of Douglas & Pope
Urban Ventures
Vadnais Heights Elementary, White Bear Lake ISD #624
Valley Outreach
Vandyke Elementary, Greenway Schools ISD #316
Vaughan-Steffensrud Elementary, Chisholm ISD #695
VEAP
Vista View Elementary, Burnsville ISD #191
Wadena-Deer Creek Senior High School
Washington Elementary, Hibbing ISD #701
West 7th Community Center
Western Community Action, Inc.
Westview Elementary, Rosemount ISD #196
White Bear Area Emergency
Willow Creek Middle School
Willow Lane Elementary, White Bear Lake ISD #624
Wilson Elementary, Anoka ISD #11
Winona Area Learning Center, Winona ISD #861
Woodson Kindergarten Center, Austin ISD #492
Youthprise
YouthWay Ministries
YWCA - Young Women's Christian Association

 **HUNGER-FREE**
MINNESOTA



www.hungerfreemn.org