



November 25, 2013

Mr. Bruce Hollingsworth, Chairman
Jacobs & Cushman San Diego Food Bank
9850 Distribution Avenue
San Diego, California 92121

Dear Mr. Hollingsworth,

Thank you for your correspondence regarding about a potential merger of our two organizations. While the Board of Directors and staff at Feeding America San Diego (FASD) applaud the Jacobs & Cushman San Diego Food Bank's ongoing commitment to hunger-relief in our community, we have decided that it does not make sense for us to merge at this time.

Although we recognize the potential cost savings of a merger, it is clear that our partners, clients, and the local community have benefitted greatly from the existence of two hunger-relief organizations. We are also aware that the effort required to fully consider and implement a merger can be extremely time-consuming and can distract us from our shared mission.

However, as you know doubt know, as a result of the University of San Diego project, the working group identified a number of opportunities for collaboration between FASD and SDFB. And, the Board and executive team of FASD remain committed to collaboration. Indeed, we have proposed mutually beneficial partnerships related to advocacy, program and partner assessments, disaster preparedness, produce routing, research, public relations and marketing, special events and conferences, and more. Although these activities have not yet been realized, we look forward to advancing similar collaborations in the future.

FASD remains ready to begin discussions on the topic of collaboration immediately. Please have the best person at SDFB contact Jennifer Gilmore directly.

Thank you again for your time, energy and commitment to serving our community.

Best regards,

A handwritten signature in black ink that reads "Troy Zander".

Troy Zander, Chairman
Feeding America San Diego