

Annual Impact Report

JULY 2015 – JUNE 2016



DEAR FRIENDS,

With more than a decade of experience behind us, 2016 presented an opportunity for the Alliance to define a bold new vision that builds upon our successes and expands our programmatic impact.

After months of reflection and consultation, our holistic approach was codified in the Alliance's new strategic plan, outlining four key strategies and a refreshed mission that embodies the breadth of our initiatives: *We work to empower kids to develop lifelong healthy habits by ensuring the environments that surround them provide and promote good health.*

Over the next five years, the Alliance will continue to focus, first and foremost, on the prevention of childhood obesity that has been our priority since our inception. We have already made tremendous progress toward this goal. As you will read in this annual report, we accomplished so much to improve and expand our youth-serving wellness programs, including:

- Our Healthy Schools Program reached more than 18 million students, primarily from low-income populations, through its work to improve and sustain physical education, health education, child nutrition and staff wellness policies and programs in 31,000 schools.
- Through Voices for Healthy Kids, a national public policy advocacy initiative of the American Heart Association and the Robert Wood Johnson Foundation, we spearheaded a consortium of national stakeholders focused on supporting state, local and tribal policy efforts to improve the food and physical activity environment in schools.
- National partnerships with the Boys & Girls Clubs of America and the National Recreation and Park Association helped us to increase physical activity programming and healthy eating practices for nearly 300,000 young people during out-of-school time.

But we know we have lots more work to do to eliminate the disparities in obesity prevalence that persist and to bring child obesity rates down to levels we have not seen in more than 30 years.

Our renewed mission will be realized through four interrelated strategies that leverage our unique organizational strengths and our evidence-based approaches to empower communities to create healthier environments for children. Here is how we are going to do it:

Make community environments healthier: We will continue to help schools and youth-serving organizations adopt, implement and sustain evidence-based policies and practices that support healthy eating and physical activity among children.

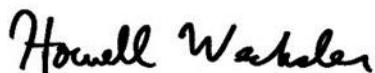
Inform public policy: Our breadth of on-the-ground experience will be vital to informing local, tribal, state and federal policy efforts that promote healthy eating and physical activity in schools and youth-serving organizations.

Make the marketplace healthier: The Alliance will continue to welcome a diverse set of industry partners to the table, creating innovative business sector solutions to reduce barriers and better enable youth to eat healthy and remain physically active.

Address related health issues through partnerships: We will explore partnerships with organizations addressing complementary facets of childhood health to help schools and youth-serving organizations adopt and implement robust health policies and practices.

I ask you to join me to realize this vision, because all young people deserve the chance to live healthier lives. We know that much is at stake if we do not act with a sense of urgency and purpose. And further, we know that when we work together, the magnitude of our impact is so much greater.

I look forward to the day when all children, regardless of their zip code, are empowered to make healthy choices that put them on the path to long and happy lives. We're moving in the right direction, and I know we can get there, together.



Howell Wechsler, EdD, MPH
Chief Executive Officer
Alliance for a Healthier Generation



Water or sugary drink? Walk or take the bus? Jump rope or watch a movie? Whether on the playground, in the cafeteria or at a restaurant, kids are confronted with hundreds of choices each day in their communities. Their choices are critical to shaping their habits, having a lasting effect on their ability to learn and thrive.

The Alliance's approach to improving children's health focuses on creating community environments that make the healthy choice the easy choice for kids across the country.

Imagine you are like Maria, who is one of the more than 875,000 youth living in Los Angeles. Maria starts her day at Young Oak Kim Academy, one of the 540 schools in Los Angeles that have worked with the Alliance's Healthy Schools Program. In the morning, her teacher leads a physical activity break to keep her energized and focused on academics. She enjoys a healthy school lunch of vegetable and cheese tamales, an apple and low-fat milk, and is not tempted throughout the day by sugary treats because her school discourages celebrating with candy and no longer sells unhealthy snacks.

After school, Maria stops for a drink at a corner store, where she selects from a variety of lower-calorie beverages because she's learned they're better for her health. Four neighborhoods in Los Angeles are benefiting from the Alliance's work with beverage manufacturers to reduce calories in underserved neighborhoods.

After, Maria hurriedly walks to the Los Angeles Boys & Girls Club, a site supported by the Alliance's Healthy Out-of-School Time Initiative, where she now engages in more physical activity instead of sedentary play. She snacks on celery and peanut butter before heading home to share with her family some of the healthy habits she's practiced all day long.

No matter where kids live, which way they turn or what direction their lives take, the Alliance works to empower them to make healthy choices by surrounding them with health-promoting environments and setting them on the path to a more successful future.



VIDEO ▶

**YOUNG OAK KIM
ACADEMY**



The Alliance
creates community
environments that
make the healthy
choice the easy
choice for all kids.

Policies weave an intricate web that creates the structure upon which the programs, systems and rules by which we live are built. With a decade of on-the-ground experience, the Alliance has long played a role in informing policies that affect child health by providing thought leadership and grassroots engagement; and the organization's foothold in this space has become firmer as a result of several key partnerships.

Through Voices for Healthy Kids, a national public policy advocacy initiative of the American Heart Association and the Robert Wood Johnson Foundation, in 2015 the Alliance began spearheading a consortium of national stakeholders focused on supporting state, local and tribal policy efforts, to improve the food and physical activity environment in schools.

Beyond the school day, the Alliance plays a key role in helping youth-serving programs meet national standards for healthy eating and physical activity, known as HEPA standards, defined by the National AfterSchool Association. The Alliance has been instrumental in guiding sites and programs to reshape their environments by adopting and implementing healthier policies, particularly through partnerships with the [Boys & Girls Clubs of America \(BGCA\)](#) and the [National Recreation and Park Association \(NRPA\)](#), through technical assistance and on-the-ground support.

As a member of the California and Texas state task forces charged with developing and implementing healthy out-of-school time policies,

the Alliance advised state-level stakeholders as they laid the groundwork for California to pass the first state-level HEPA policy in 2016, benefiting thousands of young people in California and creating a model for other states to build upon. As part of the Distinguished After School Health (DASH) advisory council in Texas, the Alliance contributed to identifying strategies to enhance the quality of care for Texas youth by surveying licensed child care providers across the state.

The Alliance will continue to pave the way for groundbreaking, health-promoting policies to be adopted and successfully implemented, as the organization did for years prior to the passage of federal standards for school meals, snacks and beverages. Building on current partnerships, the Alliance will inform the development of policies that will lead to a culture of health at school and in communities, where all children can thrive, regardless of where they live.



The Alliance informs policies that affect child health by providing thought leadership and enabling grassroots engagement.

VIDEO ▶

NRPA

Despite growing awareness of negative health implications, calories from sugar-sweetened drinks remain a leading contributor to weight gain. In 2014, the Alliance launched a landmark agreement with America's beverage companies to reduce beverage calories consumed per person nationally by 20 percent by 2025; this marked the single-largest voluntary effort by an industry to combat obesity.

To meet this goal, the Alliance worked with beverage companies to focus not just on the country as a whole, but also specifically to target communities where reductions in beverage calorie consumption lag behind the national trend.

Through the Balance Calories Communities Initiative, beverage companies are implementing a range of activities to change consumer behavior, which include making lower-calorie and smaller-portion beverages more available in stores and providing incentives for choosing them, displaying new calorie awareness messages at points of sale and increasing marketing of no- and lower-calorie options in stores and restaurants.

The Alliance has focused on bringing the right people to the table. In Los Angeles, its focus has been on the communities of East Los Angeles, Boyle Heights, Lincoln Heights and El Sereno, where, for a variety of reasons, there has been less consumer interest in — and thus less access to — bottled water, lower-calorie and smaller-portion beverage choices. The Alliance's director of business sector strategies and Los Angeles

staff members have been critical to getting the Initiative off the ground, informing local health organizations and providing community partners with resources and education.

One partner, Barrio Action Youth & Family Center, not only accessed the Alliance's nutrition education resources and disseminated materials about lower-calorie options in Spanish, but with support from the Alliance's Healthy Out-of-School Time Initiative, also connected to the USDA's Summer Food Service Program through the Los Angeles Regional Food Bank. Barrio Action serves around 1,000 young people and their families at any given time in a zip code where over 90 percent of the residents are minorities and the median household income is around \$45,000. This type of partnership integrates the public and private sectors, combining programmatic work with industry agreements to create sustainable results that improve quality of life in underserved populations.

The future of the Alliance's business sector work will build upon its 10-year history of delivering results for companies and industries that are

serious about improving children's health. Supported by an experienced, knowledgeable team, the Alliance will further develop its pioneering partnership program to deliver real

impact for child health initiatives, and support companies with consultation, rigorous monitoring and evaluation to advance national health goals.



Innovative partnership agreements, brokered by the Alliance, are leveling the playing field for children nationwide.



Feature: Addressing Health Issues Through Partnerships

Partnerships are fundamental to the Alliance's success, from inception through today. The Alliance was founded on the idea that every company and organization should have a place at the table, and every individual can be part of creating healthier environments for children to thrive. Eleven years later, the Alliance's work impacts 20 million youth, and the power of partnerships remains a fundamental part of its approach.

The Alliance serves as the technical assistance partner for the National Recreation and Park Association (NRPA). This partnership has expanded the Alliance's work in youth-serving organizations by allowing it to build healthier environments for over 200,000 youth.

This past year, the Alliance assisted NRPA sites in adopting wellness policies in accordance with National AfterSchool Association Healthy Eating and Physical Activity (HEPA) standards by creating custom resources, including a wellness policy guide. The Alliance also created a year-long series of family engagement resources in English and Spanish for NRPA agencies that implement NRPA's "Commit to Health" campaign

and conducted an all-staff training at NRPA headquarters on employee and staff wellness.

The future of the Alliance's work in partnership development is one where all strategic alliances build upon our successful model of systems change. The Alliance's established best practices in addressing child obesity will be extended to related issues that promote a holistic approach to child health. These partnerships reflect the best of what is possible when like-minded organizations committed to children's health unite to help youth lead their healthiest, happiest lives.



Today, the Alliance's work impacts 20 million youth; the power of partnership remains a fundamental part of its approach.



For more than a decade, the Alliance has focused on empowering communities, especially those in greatest need, to develop the infrastructure and knowledge needed to give young people a healthy start in life. As with any great undertaking, the Alliance's efforts are stronger when supported and complemented by like-minded partners. It is the Alliance's ability to work across different sectors – with industry, nonprofit, government and local partners – in a systematic way that has yielded sustainable models of change, adaptable to different environments, and always with the same outcome: healthier environments for healthier kids.

In 2006, the Alliance's signature program, the Healthy Schools Program, launched in just 231 schools across 13 states. Today, it has reached more than 18 million students through its work to improve and sustain physical education, health education, child nutrition and staff wellness policies and programs in 31,000 schools. How? By leveraging relationships, embracing new technologies, and through a willingness to think outside the box to find more ways to connect kids with healthier food and opportunities to move.

In 2013, the Alliance became a managing partner of the First Lady's *Let's Move!* Active Schools, an initiative that shares the Alliance's goal to deepen schools' policies and practices to assure students get 60 minutes of daily physical activity. Schools enrolled in *Let's Move!* Active Schools follow the [Healthy Schools Program's Framework of Best Practices](#) and can work on their assessments and applications for national recognition simultaneously.

Just a few years later in 2016, West Virginia became the first state to enroll every one of its public elementary schools in *Let's Move!* Active Schools, utilizing the Healthy Schools Program's Framework and online tools to create a more active school day — and proving the power of collaboration.

As more school and community health leaders gain internet access at their schools and sites, the Alliance has adapted the way it delivers programmatic content to meet the needs of an increasingly virtual world. In 2015, the Healthy Schools Program began implementing digital marketing campaigns to better guide schools that access their assessments and action plans through the website. The Alliance also launched the [Training Center](#), which offers school and youth-serving organization leaders on-demand trainings, interactive tools and curricula and virtual discussion forums moderated by the Alliance's [national experts](#) in physical activity and nutrition program best practices.

By maximizing available technologies, the Alliance has enabled the Healthy Schools Program and Healthy Out-of-School Time Initiative to reach more children than ever. But technology is not the only way the Alliance's processes are evolving smarter. The Alliance brokers partnerships with "intermediary" organizations, such as state departments of education or health, that gain access to customized professional development

trainings, tools, resources and data. The services provided by the Alliance complement their local and regional efforts, creating a powerful partnership to transform communities into healthier places for kids. In 2015, the Alliance worked with 20 state agencies and national and local intermediary partners to bring about community-wide change.

Programmatic Campaigns

Multi-media digital marketing campaigns expanded the Alliance's impact by leveraging strategic partnerships and deepening engagement among school leaders that work with the Alliance virtually.

Active Schools, Active Minds

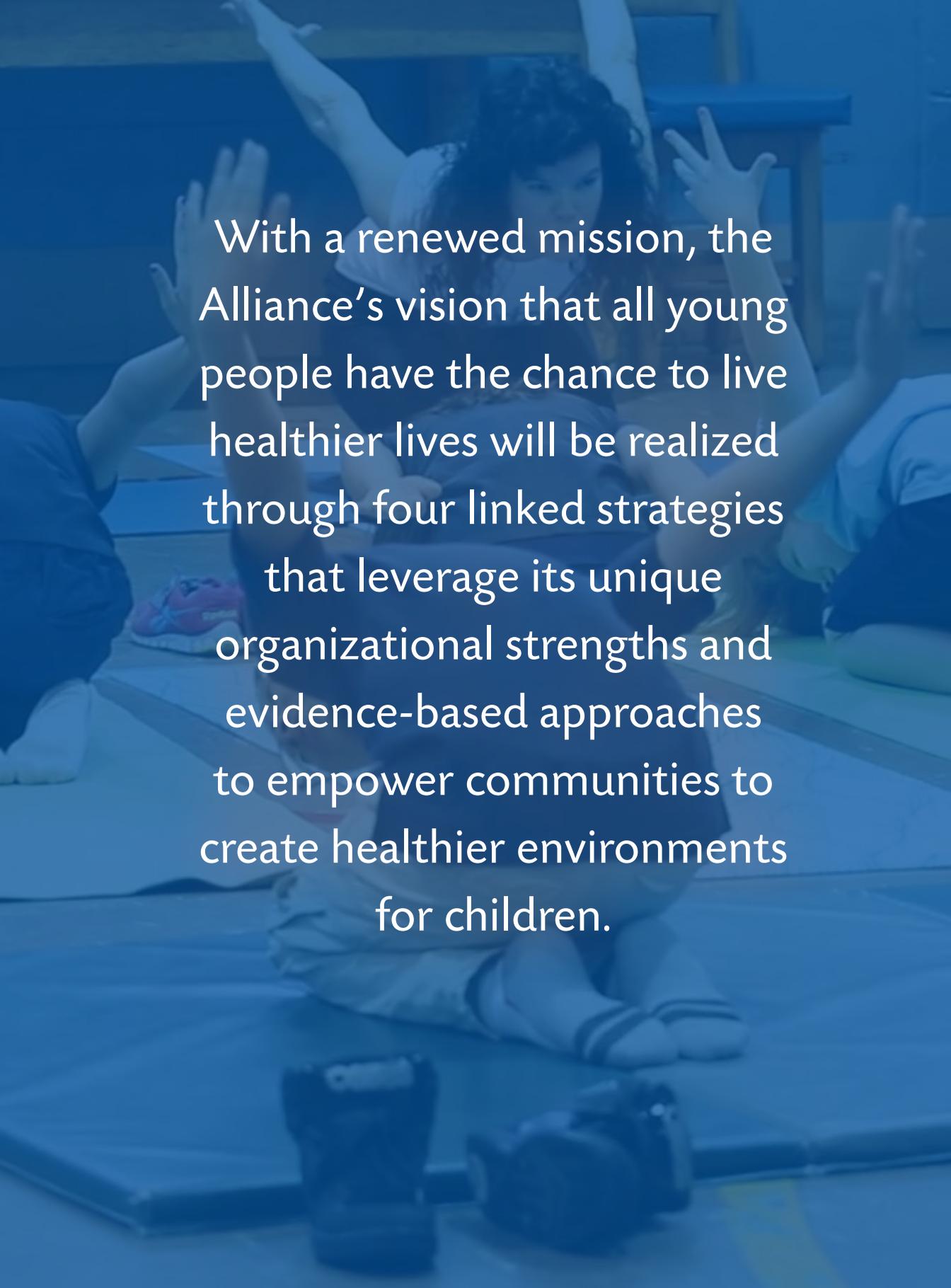
More than a dozen state-level organizations, including the California School Board Association and Mission: Readiness, supported this California-specific campaign in partnership with The California Endowment, giving it visibility via governance briefs, research briefs, events and media placements.

How Healthy is Your School?

This digital marketing campaign, which asked schools questions to prompt them to complete specific components of the School Health Index, resulted in nearly 800 schools taking the desired action, including 429 that started the assessment for the first time and 275 that completed the entire assessment.

Active Students, Active Minds

This social media marketing campaign reached over 300,000 people on social media, resulting in a 383 percent increase in the number of Healthy Schools Program resources downloaded and 852 new members enrolled in the Healthy Schools Program, nearly doubling engagement from the same period in 2015.



With a renewed mission, the Alliance's vision that all young people have the chance to live healthier lives will be realized through four linked strategies that leverage its unique organizational strengths and evidence-based approaches to empower communities to create healthier environments for children.



STRATEGY 1

Make Community Environments Healthier

Help schools and youth-serving organizations adopt, implement, and sustain evidence-based policies and practices that support healthy eating and physical activity among children.



STRATEGY 2

Inform Public Policy

Inform local, tribal, state and federal policy efforts that promote healthy eating and physical activity in schools and youth-serving organizations.



STRATEGY 3

Make the Marketplace Healthier

Create innovative business sector solutions to reduce barriers and reinforce enablers to healthy eating and physical activity.



STRATEGY 4

Address Related Health Issues Through Partnerships

Explore strategic partnerships with organizations addressing complementary facets of childhood health to help schools and youth-serving organizations adopt and implement key health policies and practices that the Alliance has not addressed before.

By making use of innovative technology solutions and embracing partners of every variety – from physical education teachers to state-level stakeholders and national coalitions – the Alliance has begun to witness long-lasting change in the environments that shape children’s health.

This progress is evidenced by successes in cities such as McAllen, Texas, located adjacent to Mexico’s border; an unlikely place given that Texas has one of the nation’s highest rates of child obesity, and nearly 70 percent of the students in McAllen Independent School District qualify for free or reduced-price meals. Thanks to district-level champions and on-the-ground support from local leaders and the Alliance for a Healthier Generation, the district has adopted a new wellness policy that prohibits withholding recess as a punishment and rewarding children with food. In 2015, all 32 of the district’s schools earned National Healthy Schools Awards and were recognized at the Alliance’s 2015 Leaders Summit in Washington, D.C. The Alliance annually recognizes schools that transform their environments into healthier places by meeting rigorous healthy school policy and practice benchmarks — achieving

recognition across a district as large and diverse as McAllen is truly a momentous accomplishment.

Students in Cleveland, Ohio are also reaping the benefits of community collaboration. Saint Luke’s Foundation of Cleveland’s Healthy People program, Mt. Sinai Health Care Foundation and the United Way of Greater Cleveland joined together to form a one-of-a kind collaboration to support healthier kids. Starting in 2014, the three organizations pooled resources and local connections to fund a Healthy Schools Program Manager to work with 78 schools across the district, reaching close to 30,000 students. Now, schools are working to adopt the Alliance’s model wellness policy to increase physical education and healthy eating across the entire district. In 2015, six Cleveland schools were recognized with National Healthy Schools Awards — more than



The Alliance’s collaborative approach has made it the go-to organization to join forces with to benefit children’s health.

the past three years combined. And one year later, another six earned awards, including the district's first National Healthy Schools Gold Award for Garrett Morgan High School.

The Alliance's collaborative approach has made it the go-to organization for engaging staff from afterschool and summer programs nationwide. The Alliance is a leader in the Healthy Out-of-School Time Coalition, raising awareness for the National AfterSchool Association's Healthy Eating and Physical Activity (HEPA) standards, identifying new organizations to join and adopt these standards, and promoting the sharing of resources, tools, training and technical assistance to support the healthy development of young people.

To that end, the Alliance's national partnerships with the Boys & Girls Clubs of America (BGCA) and National Recreation and Park Association (NRPA) help these two organizations implement HEPA standards,

such as increasing physical activity during programming. BGCA and NRPA sites using the Alliance's online assessment, action plans and resources now meet an average of 75 percent of national best practices. To date, nearly 300,000 kids attend an Alliance-supported BGCA or NRPA site, benefiting from the shared assets that come with collaboration. The Alliance's partnership with BGCA will be enhanced by the Centers for Disease Control and Prevention (CDC) cooperative agreements each organization received in June 2016 to promote healthy eating and physical activity in out-of-school time settings.

The Alliance's strategic approach to collaboration in schools and out-of-school time sites, at the national, state and local levels, proves its unflinching dedication to protecting children's health and unique ability to engage diverse and powerful stakeholders to further collective impact.

Presentations

Throughout 2015, the Alliance's effective approach to create healthier out-of-school time settings took center stage when staff presented at numerous statewide conferences and coalitions, including the Best Out-of-School Time Conference, National AfterSchool Association Convention, Beyond Hours Conference, Active Living Research Conference and the SHAPE America Conference – to name a few.

CDC Contracts

In June 2016, the Alliance was awarded two five-year cooperative agreements from the Centers for Disease Control and Prevention for improving school nutrition environments and promoting healthy eating and physical activity in before and after school programs, recognizing the Alliance's unique expertise in these areas.

Creating Impact through Policy and Partnerships

If policies are the web that weaves the foundation beneath communities, then partnerships are the threads that bind them together. Through strategic partnerships, the Alliance has a decade-long history of bringing the right people to the table to turn policies into practice at school, in the community and on the national stage. Over the past year, the Alliance welcomed several new partnerships to deepen collective impact and expand its reach to new audiences.

Last summer, the Alliance announced a collaboration with the American Heart Association and Nemours Children's Health System to target children at their most vulnerable developmental stage: from birth to age 5. Through this relationship, the three organizations will offer outreach and education within early care and education programs to help build a culture of health to support children as early as possible. The initiative seeks to develop and provide a spectrum of in-person and online interactive interventions and resources to support early care and education programs in creating wellness policies and achieving best practices, while also supporting state-level policy efforts to help achieve healthy outcomes for children in local communities.

Recognizing that the most impactful partnerships often build support from the top down, the Alliance launched a bipartisan campaign to encourage governors to not only set a healthy example, but also to commit to making it easier for youth to get started on a path to health. As part of the campaign, launched in fall 2015, the Alliance challenged governors to make a personal commitment to exercise more,

encourage their constituents to be more active and pledge their support for increased access to quality physical education in their state. Less than one year later, governors from Maryland, Wyoming, Washington, Arizona and Utah have signed the pledge.

The Alliance's leadership role with Voices for Healthy Kids (VFHK), a national public policy and advocacy initiative of the American Heart Association and the Robert Wood Johnson Foundation, offers a new outlet to galvanize national leaders around shared health priorities and take subsequent action on behalf of children through improved public policy and other critical collaborative initiatives. The Alliance is leading the VFHK School Health Policy Consortium, a strategic alliance of national stakeholders and subject matter experts working together to support five key policy levers: school food, physical activity and physical education, school marketing, wellness policies and water access, to improve health environments in schools. Beyond the school day, the Alliance also plays a key role as part of the Early Care and Education and Out-of-School Time Consortium through VFHK in helping

to advance child health policy levers, such as assisting youth-serving programs in meeting national standards for healthy eating and physical activity.

While the Alliance embraces new partnerships, it also continues to nurture long-standing ones, finding innovative ways to build upon successes and deepen engagement. Beginning in 2006, the Alliance helped schools meet voluntary school nutrition standards before the U.S. Department of Agriculture (USDA) released its updated meal standards. The Alliance developed these standards in consultation with leading scientific organizations, and they set the stage for the adoption of national nutrition standards as part of the Healthy, Hunger-Free Kids Act of 2010.

The Alliance continues to work closely with both the USDA to [help schools meet the updated standards](#) and with food manufacturers to ensure that compliant foods

and beverages are available to schools. The Alliance's tools and resources have played a key role in helping schools comply with à la carte and snack food standards, called Smart Snacks in School, released in summer 2014. The Alliance's [Smart Snacks Product Calculator](#) became the go-to resource for schools and out-of-school time providers to verify that the foods and beverages they served were compliant with the new standards after the USDA verified and promoted the tool.

Through new and existing partnerships, the Alliance will play a critical role in informing public policy discussions that influence children's health. The Alliance will continue to empower local champions, educate policymakers and inform the policymaking process, catalyzing policy efforts through thought leadership, engagement in coalitions and grassroots support.

Awareness Campaigns

When the Alliance asked the nation to commit to ten more minutes of physical activity a day, more than 750,000 minutes were pledged by physical education teachers and celebrities alike. More than 32 million people were reached on social media through the [Commit2Ten](#) campaign's messages.

Building on the success of that campaign, the Alliance launched an end-of-year giving campaign, themed **Push Play on Recess**, which spotlighted the lack of recess throughout the school day and encouraged people to continue their Commit2Ten pledge by giving \$10. Anchored around Giving Tuesday, the campaign doubled the number

of donations received during the same time period in 2014.

During National Physical Fitness and Sports Month, the Alliance partnered with the Clinton Foundation to ask the nation to [empower girls to stay active in sports](#), through the **GirlsAre** campaign and more than 50 partners and celebrities helped to reach nearly 60 million people on social media.

These national awareness-building campaigns not only emphasize the importance of physical activity, but raise the public consciousness and pave the way for future policy changes.



GIRLS ARE
VIDEO ▶

Where a child grows up should not determine her opportunity to live her healthiest life. Yet, from state to state and neighborhood to neighborhood, children face starkly different realities, which are manifested in their academic and health outcomes today and for years to come. Children's health is influenced by their access to healthy choices in the neighborhood, schools and afterschool programs where they spend their time. And in cities across America, neighborhoods next to one another may offer healthier restaurants, more grocery stores, closer proximity to parks, lower crime rates, higher walkability and healthier options in schools and afterschool programs.

Partnerships brokered by the Alliance with large corporations are leveling the playing field. These partnerships target children in communities who are most at risk for developing poor health outcomes, fulfilling the Alliance's vision that all young people deserve an equal chance to live healthier lives. Here's how:

A student going to school in a large district in New York City may have greater access to healthy options than a child in rural South Dakota. That's because larger school districts can take advantage of economies of scale, paying less per unit of food and beverages because of their ability to purchase greater quantities. In 2015, the Alliance partnered with the [Urban School Food Alliance](#), a nonprofit coalition of the largest school districts in the United States to combine meal-related budgets totaling over \$3 billion. Now, 30 million students in more than 5,000 school districts will have the opportunity to access high-quality food and beverage products at more competitive prices.

Children in Little Rock, Arkansas or the Mississippi Delta are growing up in neighborhoods where people are consuming more calories from beverages than the national average. The recently launched [Balance Calories Communities Initiative](#) supports the Alliance's landmark agreement with the American Beverage Association, The Coca-Cola Company, Dr Pepper Snapple Group and PepsiCo to reduce beverage calories consumed per person nationally by 20 percent by 2025. As a result of this Initiative, communities in Los Angeles, Little Rock, New York, the Mississippi Delta and Montgomery, Alabama are the first to benefit from a range of marketplace activities to shift consumer behavior toward healthier purchases.

Today, 40 percent of children growing up in Louisiana will struggle with overweight or obesity. And one in five children in the state is living below the poverty line, putting them at increased risk for poor health outcomes. In 2015, the Alliance added Blue Cross Blue



Shield of Louisiana to the list of 20 signatories to offer access to the Alliance's Healthier Generation Benefit. Over 2.9 million children nationally have access to the Healthier Generation Benefit, which enables health care providers to afford children at risk for developing obesity with follow up visits with their primary care provider and a registered dietitian as part of their health insurance benefits. Now, more than 73,000 children in Louisiana are among them.

Nationwide, patients are treated by health professionals who aren't trained to address the staggering rates of obesity and diet-related diseases. In fact, fewer than 25 percent of physicians feel they have received adequate training in counseling patients on

diet or physical activity. The Robert Wood Johnson Foundation awarded a two-year grant to the Alliance along with the American College of Sports Medicine, Bipartisan Policy Center and the Provider Training and Education Workgroup at the National Academy of Medicine to better support providers' ability to deliver and coordinate effective care to children, no matter where they live.

From Arkansas to Louisiana to Mississippi, the Alliance is providing targeted support to small and rural school districts, communities of all shapes and sizes, and health care professionals nationwide so that all children — in every zip code — have an equal chance of living their healthiest life.

Team Healthier Generation

With only a few races under her belt, Alliance staff member Valeria Hawkins doubled down on her commitment to children's health, raising money and conquering the NYC Marathon thanks to support from Team Healthier Generation. Valeria was joined by 23 other Team Healthier Generation runners, raising more than \$75,000 in support of the Alliance's youth-serving mission from just one race.



Just seven months later, triathlete Colin O'Brady broke the world record for the shortest time needed to summit the tallest peak on each of the seven continents and trekking to the North and South Poles. He did it in 139 days while raising close to \$20,000 for the Alliance. Whether a professional athlete or novice, Team Healthier Generation helps everyone achieve personal "marathons" and support a worthy cause.



To learn more about Team Healthier Generation in your community, visit giving.healthiergeneration.org.



Board of Directors



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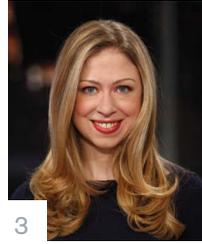
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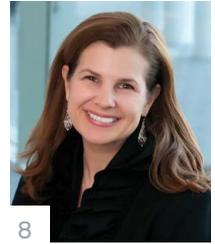
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The Alliance’s funders have provided the much-needed dollars to expand the organization’s reach, increase the effectiveness of its youth-serving initiatives and programs, and build nationwide awareness around children’s health.

GRANTS AND CONTRIBUTIONS

\$1,000,000 and Over

- American Heart Association
- Clinton Foundation
- Kaiser Permanente National Community Benefit Fund at the East Bay Community Foundation
- Robert Wood Johnson Foundation
- Target Enterprise, Inc.
- The JPB Foundation
- Walmart Foundation

\$500,000 to \$999,999

- Cook County Department of Public Health
- Desert Health Care Foundation
- Kansas Health Foundation
- NIKE, Inc.
- Sanofi US
- United States Department of Health & Human Services

\$100,000 to \$499,999

- Clinton Foundation—Juvenile Justice**
- Google*
- Health Foundation of South Florida
- Missouri Foundation for Health
- Mt. Sinai Health Care Foundation
- Saint Luke’s Foundation
- Virginia G. Piper Charitable Trust
- Wasserman Foundation

\$25,000 to \$99,999

- Capital Brands, LLC (NutriBullet)
- Share Our Strength
- The PEW Charitable Trusts
- United Way of Greater Cleveland

** In-kind contribution*

*** Assigned by the Clinton Foundation*

Note: Total gift may cover multiple years

“At Target, we are committed to helping make wellness a way of life for our team members, guests and communities. Together, we will help remove barriers to wellness in our communities, working to increase the consumption of nutrient-dense food and physical activity of kids and families across the country.

Laysha Ward, Executive Vice President and Chief Corporate Social Responsibility Officer, Target



Making Wellness Attainable for All Students

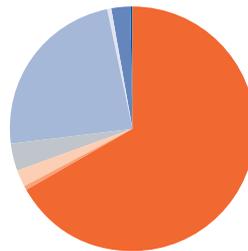


In June 2016, Target continued its legacy of supporting communities through giving by awarding the Alliance's Healthy Schools Program a \$1,000,000 one-year grant to bolster its work to create healthy school environments where children thrive. The grant will expand the program's reach, particularly in nine communities, including: Chicago, Dallas, Detroit, Houston, Minneapolis/St. Paul, New York City, San Francisco/Oakland, San Jose and Seattle.

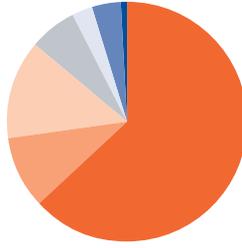
This gift continues to build Target's legacy of giving. Each year, Target has given five percent of its profit to communities, which adds up to more than \$4 million each week.

The mission of the Alliance is to empower kids to develop lifelong healthy habits by ensuring the environments that surround them provide and promote good health. Research shows a strong link between a young person’s practice of healthy habits, including a good diet and regular physical activity, and an improvement in their overall life outcomes.

The Alliance works with schools, companies, community organizations, health care professionals and families to build healthier environments for millions of children. This report displays the financial activities of the Alliance during the fiscal year ending June 30, 2016.



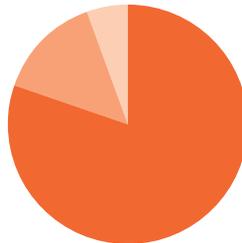
REVENUE	FY 2016
● Grants	11,239,989
● Government grants	93,571
● Contributions	358,890
● Grants from related parties	592,500
● Contributions from related parties	4,000,000
● Consulting fees	73,880
● In-kind contributions	438,550
● Interest and other income	7,041
TOTALS	16,804,421



EXPENSES

FY 2016

● Salaries and fringe	10,456,572
● Travel and meetings	1,600,295
● Professional services	2,187,726
● Office and other expenses	1,061,222
● Technology	436,617
● Depreciation	650,297
● Grant awards and stipends	122,361
TOTALS	16,515,090



EXPENSE BREAKDOWN

FY 2016

● Total program expenses	13,291,606
● Total administrative expenses	2,331,106
● Total fundraising expenses	892,378
TOTALS	16,515,090

