

Sweet Sleep, Inc.



General Information

Contact Information

Nonprofit	Sweet Sleep, Inc.
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At A Glance

Year of Incorporation	2006
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Mission & Impact

Statements

Mission

Sweet Sleep exists to demonstrate God's love and hope in Christ to the world's orphaned and abandoned children, improving their quality of life.

Sweet Sleep accomplishes this mission through the provision of beds to vulnerable children in both emerging countries as well as in the United States; predominantly in Tennessee. This mission is further accomplished through family stabilization programs. This is done through adoption and foster care advocacy, education, and training in Moldova, and in Ethiopia and Uganda, through economic development programs.

Background

Beginning in 2003, and working in conjunction with the Children's Emergency Relief International, Sweet Sleep grew its ministry by bringing bed building teams into Moldova. Sweet Sleep, Inc. received official 501(c)(3) status from the (IRS) in February 2007.

The beds Sweet Sleep provides go far beyond providing a safe place for a child to sleep by focusing on the following most vulnerable children in order to meet physical and cultural needs: children who are HIV+, children with special needs and disabilities, refugees and internally displaced persons, children at risk of being placed in foster care in Tennessee, and children coming out of homelessness in Nashville, TN.

Sweet Sleep believes strengthening the communities, and stabilizing the families of the vulnerable children we serve, is the key to holistically caring for the child. With the understanding that many of the challenges faced by these children are rooted in poverty, Sweet Sleep has created successful economic development programs that provide business training, startup capital for large group cooperative businesses (CO-OP), and seed funding for Village Savings and Loan Associations (VSLA) that allow individuals to start small-scale businesses.

Since its inception, Sweet Sleep has provided over 27,700 beds, Bibles and mosquito nets across eight countries (Moldova, Uganda, Haiti, South Africa, Rwanda, Sierra Leone, Nigeria and the United States).

Additionally, economic development programs have created 484 businesses in Uganda and Ethiopia, providing self-sustainability to over 2,268 vulnerable women and children. In total, \$5.4 million has been invested in emerging communities globally, 671 jobs have been created and supported, 270,000 people have been educated and served, and over 67,000 volunteer hours have been given.

Impact

Sweet Sleep's top accomplishments from the past year include:

Provided 3,126 beds to children in Uganda and Tennessee

Initiated 19 CO-OPs in Uganda, providing self-sustainability to 1,242 women and children

Conducted a summer camp in Moldova for 109 vulnerable children

Trained 33 Christian Moldovan adults in foster care and adoption, including early intervention therapy techniques

Conducted a week-long seminar for 30 Moldovan pastors in executive leadership

Approximately \$440,000 was invested in these programs in 2017

Sweet Sleep's top three to five goals for the current year include: -

Provide 3,000 beds to orphaned or abandoned children in Uganda and Tennessee

Establish 35 cooperative businesses in Uganda, serving 10 to 15 families each, impacting approximately 50 to 120 women and children each

Work with local partners to bring children out of homelessness in Nashville, TN

Develop a domestic beds delivery model in key states such as Texas and Oklahoma

Explore opportunities in India and Nepal to provide beds to children in Unreached People Groups (UPG), working with the International Missions Board and indigenous partners

Needs

Funding for 35 economic development programs in Uganda that will provide self-sustainability to up to 525 families, impacting up to 4,200 women and children (\$70,000)

Funding for beds delivery programs through partnerships with local HIV treatment and child reunification organizations in Uganda (\$125,000)

Funding to provide beds to 300 children coming out of homelessness in Nashville, TN (\$50,000)

Funding for strategic staffing and staff development. Current needs are a salary for the current president and the salary for a development director (\$150,000)

Additional Board of Directors members with experience health science professions, business or economic development, legal, accounting, development, and related fields

Other ways to donate, support, or volunteer

Sweet Sleep accepts donations via mail in the form of checks or online at www.sweetsleep.org/donate. We are always glad to take donations via phone. Sweet Sleep is also able to accept donation of stock through our TD Ameritrade account. Please contact us at info@sweetsleep.org.

We are excited to announce that we are now a part of the Kindful community. Donors are able to create an account and monitor their giving, print tax statements on demand and update their information as it changes.

Sweet Sleep is a great place to volunteer. We often need office help with projects including mailings, social media support, local bed distributions, and annual events. We also have additional volunteer opportunities in advocacy, retail & merchandising, as well as public awareness/ speaking events. Please contact lisa@sweetsleep.org to find out more about upcoming volunteer & intern opportunities.

Service Categories

Primary Organization Category

Human Services / Children's and Youth Services

Secondary Organization Category

Community Improvement, Capacity Building / Economic Development

Tertiary Organization Category

Religion- Related / Christianity

Areas of Service

Areas Served

TN

National

International

Tennessee, all counties: children at risk of entering foster care. Nashville, TN: children coming out of homelessness. Uganda: HIV+, special needs, disabilities, South Sudanese refugees, impoverished communities. Nigeria: internal refugees. Moldova: foster care and adoption training, foster and orphaned children. India and Nepal: Unreached People Groups

Board Chair Statement

You've likely never thought of your own bed as anything more than a place to sleep. However, the children Sweet Sleep has ministered to by providing them with clean, comfortable beds tell us that it is so much more: *"My name is Mariana and I want to tell you that this bed means a lot for me. It means love because I feel your love when I sleep in it. It means comfort, because it is soft and it is sweet to sleep on it. It means care because through this you stressed how much you care for me. It means support. It is like you holding me in your hands. It means a whole world because it is my only personal place in all this world where I can dream, where I can cry, where I can write you letters. May God do the same to you what you have done for us."* – Mariana, 11, Moldova

Over the years we have come to understand how powerful the gift of a bed, given in the name of Christ, can be. We have seen that it can be a catalyst for change, encouraging recipients to make life-saving changes in their lives because of their desire for a bed. Now, Sweet Sleep is striving to use beds and integrated social services to place, and keep, children in families, as God intends them to be.

One of the biggest challenges we face is funding. The need is real and the system for providing and delivering the beds is set. The difficulty lies in finding the funding to accomplish the mission and affect change in the lives of those we serve. Sweet Sleep has worked hard to develop its support base. We partner with individual donors,

businesses and churches around the world in our endeavor to fulfill our mission. We believe the key to finding support is educating people about the need. We feel once someone knows the plight of the orphan, they feel responsible to remedy it.

Another big challenge is finding quality partners through whom we can complete our bed projects. We look for organizations with like-minded missions and a history of success and stability. We rely on our domestic staff, as well as our foreign staff, to find and assess the best possible partners, to best serve the thousands of orphans for whom we provide services for annually.

For 15 years, Sweet Sleep has enjoyed the support of thousands of people who have given millions of dollars to improve the lives of orphaned, abandoned and vulnerable children around the world. We are grateful for what had been entrusted to us and ask for your continued support.

Sincerely,

Amy Rushing

Board Chair

CEO Statement

Dear Investor and Advocate:

Over Sweet Sleep's 15 years, we have provided beds to more than 27,700 orphaned, abandoned, and vulnerable children in eight countries. We've focused on HIV+ children, those with special needs and disabilities, refugees and displaced children, those who are at risk of entering foster care, and children coming out of homelessness. Your investment in us makes this possible. We are currently providing beds in Uganda, Nigeria, and the United States, with plans to expand into communities of Unreached People Groups in India and Nepal. Today, 5,760 children who woke up this morning without a mom or a dad (or both), will go to bed tonight heartbroken. Tomorrow depends on what you do, right now.

Sweet Sleep is in constant pursuit of a better understanding of global changes in orphan care. As countries continue to limit or restrict international adoption, and governmental changes systematically close orphanages, Sweet Sleep is responding by developing family preservation initiatives that are placing and keeping children in families within their own communities. In the process, the families are counseled, trained, supported, and given sustainable income generating activities; resulting in a family that is self-sustainable. In the past two years, we've implemented economic development programs in Uganda, that have created 29 cooperative businesses that are providing self-sustainability to nearly 2,300 women and children. In Moldova, we've trained almost 100 Christian couples in foster care and adoption and we've conducted seminars that have educated 480 pastors in Baptist Churches in Moldova in the biblical mandate to care for the orphan.

We encourage you to explore how you can be part of Sweet Sleep through your financial giving by way of one-time gifts, monthly giving, gifts of stocks, and planned giving.

If you have any general questions, or would like to know more about various ways to get involved with or give to Sweet Sleep, please contact our office at 615-730-7671, or you may e-mail our VP of Donor Engagement, Lisa Wilson at lisa@sweetsleep.org.

On behalf of our global staff, partners, and leadership, Sweet Sleep would like to thank you for all you've done through your advocacy, prayers, and financial support. God has used you to provide Sweet Sleep to thousands of orphaned, abandoned, and vulnerable children around the world.

Thank you for partnering with us for 15 years as we passionately pursue Sweet Sleep's goal of providing "true rest for the weary".

Sincerely,

Madelene Metcalf

President

Programs

Programs

Sweet Sleep---Beds for Orphaned, Abandoned, and Vulnerable Children

Description	<p>Orphaned and abandoned and children in third-world countries suffer from lack of sufficient or healthy places to sleep at night. Sweet Sleep works with indigenous staff, churches, and NGOs to provide beds and bedding to the most vulnerable children -- specifically those who are HIV+, those who have special needs and disabilities, and refugees. Throughout the year Sweet Sleep coordinates teams to travel to orphanages to build beds and work with the children we serve.</p> <p>Domestically, Sweet Sleep works with the Department of Children's Services of TN to provide beds to children who are at risk of being placed in foster care. Additionally, through a partnership with United Way and Catholic Charities, Sweet Sleep will provide beds to 300 children in Nashville who are coming out of homelessness in 2018.</p> <p>In 15 years, Sweet Sleep has provided over 27,700 beds to children in eight countries, including over 4,000 beds in Tennessee and Oklahoma.</p>
Budget	200000
Category	Human Services, General/Other Human Services, General/Other
Population Served	US& International, Children and Youth (0 - 19 years), At-Risk Populations
Short Term Success	Prior to receiving a bed with mosquito net, children in Uganda typically suffered from malaria three to four times a month. The incident of malaria contraction after receiving a bed drops to nearly zero incidents at one-year follow up visits. Illnesses from sleeping on contaminated earth are nearly eliminated as well. In Tennessee, children are able to be placed in relative's homes or even kept in their own homes when the need for a bed is met.
Long term Success	In Uganda, because children miss fewer days of school due to illnesses, graduation rates can be expected to be increased. In America, because children are kept in family member's homes, their chances of drug and alcohol abuse, incarceration, or teenage pregnancy are reduced as compared to children who are placed in the foster care system.
Program Success Monitored By	Program success is monitored daily by indigenous staff in each country in which we work. Domestically, program success is monitored and reported by our partner organizations: DCS, United Way, and Catholic Charities.

Economic Development

Description	Sweet Sleep's Economic Development program is providing sustainability through our new cooperative businesses. CO-OPs are groups of 10 to 15 widows, single mothers, and caretakers who receive business training and startup capital to form a market-based group business. Each CO-OP is also provided a Village Savings and Loan Association (VSLA) that allows members of the group to borrow money to start smaller-scale individual businesses. CO-OPs provide immediate sustainability to the individual, and long-term sustainability to the group. Two years since its inception, Sweet Sleep has launched 28 CO-OPs in Uganda, reaching approximately 420 households, and meeting the needs of more than 1700 children; needs such as school fees, meals twice a day, shoes, and clothes. And for the men and women involved, dignity has been restored.
Budget	141000
Category	Community Development, General/Other Community Economic Development
Population Served	At-Risk Populations, Children and Youth (0 - 19 years), Africa
Short Term Success	Cooperative businesses create peer accountability, which contributes to their near 100% success rate. Community is created among people groups that had traditionally been the most ostracized and isolated individuals. Almost immediately after creating business opportunity, the first thing parents report is that they can pay school fees. Next is that they can feed their children multiple meals a day, provide shoes and school uniforms, and seek medical care when needed. Once the necessities are met, parents begin providing beds, mosquito nets, forks, cups, and other luxuries and they talk about how healthy, "fat", and beautiful they and their children have become. Their dignity is restored.
Long term Success	When you empower the most vulnerable, or weakest 50% of a community, the ultimate effect is that the stronger 50% is eventually empowered as well through the economic stimulation of the entire market. Further, COOPs are located strategically relative to each other, each with complimentary but uniquely marketable skills, so that ultimately market centers are established among COOP clusters. In the long term, entire regions of the still-recovering and impoverished country will be empowered to thrive economically. Also, economic stability, and the ability to send children to school, means the next generation will be educated and have opportunities their parents did not have. They will learn through the example of their working parents, and as educated adults, will be able to provide for their own children, breaking the cycle of poverty that is otherwise so difficult to escape.
Program Success Monitored By	Sweet Sleep employs four indigenous staff members in Uganda, each educated in social work and business administration. COOPs are initiated at a rate of one COOP per staff member, per month. For the first six months, the staff closely monitors the progress of each group, making adjustments as needed. During the second six months, the staff allows the group more autonomy, while they focus their attention on newer groups, but they still monitor progress. After 12 months, the groups are fully independent and the Ugandan staff continue to monitor and check in on the groups periodically. American executive staff visit and evaluate the COOPs three to four times a year.

Examples of Program Success

Two years since its inception, Sweet Sleep has launched 28 CO-OPs in Uganda, reaching approximately 420 households, and meeting the needs of more than 1700 children; needs such as school fees, meals twice a day, shoes, and clothes. And for the men and women involved, dignity has been restored. Now, CO-OP members are giving back: recruiting, training, and sharing their resources with the weak and vulnerable in their communities, and branch CO-OPs are being formed from the earnings and savings of the original ones. CO-OPs are breaking the cycle of poverty. In one example, a group of women with a sewing COOP recruited a woman named Margaret who was crippled by Polio. Thought Margaret could barely walk, and could not stand upright, she was forced to do manual labor to earn \$1 per day to feed her grandchildren. The sewing COOP trained Margaret, and shared their capital resources with her. Now Margaret has a livelihood and can feed and educate her grandchildren.

CEO Comments

Governance

Board Chair

Board Chair	Ms. Amy Rushing
Company Affiliation	Verizon
Term	Sept 2015 to Sept 2018
Email	Amy.Rushing@VerizonWireless.com

Board Members

Name	Affiliation	Status
Mr. Gary Howard	Healthcare Consultant, Germantown, TN	Voting
Mrs. Jamie Lambert	CPA, Ridley Barron, Inc.	Voting
Mr. Bryan Metcalf	Partner, Bass, Berry & Sims, Tax Practice Group	Voting
Mrs Madelene Metcalf	Sweet Sleep CEO	NonVoting
Ms. Amy Rushing		Voting
Mrs. Dale Simons	Retired, Nonprofit Leadership	Voting
Mr Paul Stringfellow	Edward Jones	Voting
Ms. Alyson Walker	Minister to Preschool Families, FBC Allen TX	Voting

Board Demographics - Ethnicity

African American/Black	0
Asian American/Pacific Islander	0
Caucasian	8
Hispanic/Latino	0
Native American/American Indian	0
Other	0 0

Board Demographics - Gender

Male	4
Female	4
Unspecified	0

Governance

Board Term Lengths	2
Board Term Limits	2
Board Meeting Attendance %	86%
Written Board Selection Criteria?	Yes

Written Conflict of Interest Policy?	Yes
Percentage Making Monetary Contributions	100%
Percentage Making In-Kind Contributions	100%
Constituency Includes Client Representation	No
Number of Full Board Meetings Annually	5

Standing Committees

Executive
 Nominating
 Development / Fund Development / Fund Raising / Grant Writing / Major Gifts
 Finance
 Marketing
 Special Events (Golf Tournament, Walk / Run, Silent Auction, Dinner / Gala)
 Communications / Promotion / Publicity / Public Relations

Risk Management Provisions

General Property Coverage

CEO Comments

Sweet Sleep's board of a directors is made up of individuals and professionals passionate about serving orphans. The biggest challenge we face is finding the correct balance of personnel to man this governing body. Because we stick very strongly to our term limits, we have a need to cycle in new board members, ideas and perspectives on a regular basis.

Additionally, we are in the process of developing an advisory board for leaders who have cycled off the board, but would like to stay close to the charity.

Management

Executive Director/CEO

Executive Director	Mrs. Madelene Metcalf
Term Start	Dec 2008
Email	maelene@sweetsleep.org

Experience

Before being called to orphan care, Madelene Metcalf was an employee benefits analyst for Bryan, Pendleton, Swats, & McAllister, an actuarial firm of Wells Fargo Bank. She also taught mathematics at Vanderbilt University and Middle Tennessee State University, where she received a BS in Mathematics (Vanderbilt 1999) and a MS in Applied Mathematics (MTSU 2004).

Madelene began her involvement with the ministry in 2008, was named Sweet Sleep's "Volunteer of the Year" in 2011, and began serving in a volunteer staff position in November 2011. In 2012, Madelene's role was expanded to Global Ministry Director where she oversaw all the ministry's international staff, coordinated mission journeys, managed international and domestic partnerships, and executed the disbursement of funds for all of the ministry's programs.

Madelene has served in an executive leadership role since February 2013 and was named President in May 2014. She has extensive experience in international nonprofit missions and management and has developed the mission and vision of economic development while expanding Sweet Sleep's reach and efficacy of beds delivery.

Staff

Full Time Staff	3
Part Time Staff	0
Volunteers	80
Contractors	2
Retention Rate	75%

Plans & Policies

Does the organization have a documented Fundraising Plan?

Yes

Does the organization have an approved Strategic Plan?

Yes

Number of years Strategic Plan Considers

1

When was Strategic Plan adopted?

Jan 2017

In case of a change in leadership, is a Management Succession plan in place?

Yes

Does the organization have a Policies and Procedures Plan?

Yes

Does the organization have a Nondiscrimination Policy?

Yes

Does the organization have a Whistle Blower Policy?

Yes

Does the organization have a Document Destruction Policy?

Yes

Affiliations

Affiliation	Year
Center for Nonprofit Management Excellence Network	2006
Evangelical Council of Financial Accountability - Member	2008

Senior Staff

Ms. Lisa Bergen Wilson

Title

VP of Donor Engagement

Experience/Biography

Lisa has served Middle Tennessee publishing, investment banking, and nonprofit communities her entire career. The opportunity to serve Sweet Sleep is an alignment of her heart for service, love of children, and master's training. Fundraising and development have been her passion for the past 17 years, with particular expertise in Board training, corporate and foundation relations, and donor relations. Lisa has been privileged to participate in and generate over \$50 million in resources thus far during her career.

Mr. Stuart McAlister

Title

Director of Operations

Experience/Biography

Stuart became aware of the needs of Moldova's orphans in 2005 through a partnership between Sweet Sleep and EMI CMG, where he served as Director of Inventory Management for nine years. The following year, Stuart took his first trip to Moldova and his passionate advocacy for orphaned and abandoned children deepened. Stuart served as the first Chairman of Sweet Sleep's Board of Directors before joining the Sweet Sleep executive staff. He has been pivotal in moving the ministry into Haiti and Uganda and in more than doubling Sweet Sleep's beds delivery capacity over three years. Stuart oversees international operations and programming.

CEO Comments

Sweet Sleep is currently in an expansion stage. A number of policies and procedures are being created and/or are under review.

Financials

Fiscal Year

Fiscal Year Start	Oct 01 2017
Fiscal Year End	Sept 30 2018
Projected Revenue	\$771,999.00
Projected Expenses	\$817,047.00
Endowment Value	\$0.00
Endowment Spending Policy	N/A
Endowment Spending Percentage (if selected)	0%

Detailed Financials

Revenue and Expenses

Fiscal Year	2016	2015	2014
Total Revenue	\$535,906	\$529,668	\$365,131
Total Expenses	\$518,189	\$495,131	\$407,309

Revenue Sources

Fiscal Year	2016	2015	2014
Foundation and Corporation Contributions	\$0	\$0	\$0
Government Contributions	\$0	\$0	\$0
Federal	\$0	\$0	\$0
State	\$0	\$0	\$0
Local	\$0	\$0	\$0
Unspecified	\$0	\$0	\$0
Individual Contributions	\$409,323	\$449,554	\$298,675
Indirect Public Support	\$0	\$0	\$0
Earned Revenue	\$5,270	(\$343)	(\$10,101)
Investment Income, Net of Losses	\$17	(\$377)	\$2,680
Membership Dues	\$0	\$0	\$0
Special Events	\$49,184	\$0	\$0
Revenue In-Kind	\$71,791	\$79,869	\$73,693
Other	\$321	\$965	\$184

Expense Allocation

Fiscal Year	2016	2015	2014
Program Expense	\$423,013	\$399,738	\$332,747
Administration Expense	\$58,180	\$62,584	\$43,519
Fundraising Expense	\$36,996	\$32,809	\$31,043
Payments to Affiliates	\$0	\$0	\$0
Total Revenue/Total Expenses	1.03	1.07	0.90
Program Expense/Total Expenses	82%	81%	82%
Fundraising Expense/Contributed Revenue	8%	7%	10%

Assets and Liabilities

Fiscal Year	2016	2015	2014
Total Assets	\$107,808	\$104,081	\$58,768
Current Assets	\$99,674	\$79,436	\$23,177
Long-Term Liabilities	\$0	\$0	\$0
Current Liabilities	\$10,091	\$24,081	\$13,305
Total Net Assets	\$97,717	\$80,000	\$45,463

Short Term Solvency

Fiscal Year	2016	2015	2014
Current Ratio: Current Assets/Current Liabilities	9.88	3.30	1.74

Long Term Solvency

Fiscal Year	2016	2015	2014
Long-Term Liabilities/Total Assets	0%	0%	0%

Top Funding Sources

Fiscal Year	2016	2015	2014
Top Funding Source & Dollar Amount	Contributions, Gifts and Grants \$409,323	Contributions, Gifts and Grants \$449,554	Contributions, Gifts & Grants \$298,675
Second Highest Funding Source & Dollar Amount	Noncash Contributions \$71,791	Noncash Contributions \$79,869	Noncash Contributions \$73,693
Third Highest Funding Source & Dollar Amount	Fundraising Events \$49,184	Other Revenue \$965	Other Revenue \$2,680

Capital Campaign

Is the organization currently conducting a Capital Campaign for an endowment or the purchase of a major asset?	No
Capital Campaign Goal	\$0.00
Capital Campaign Raised-to-Date Amount	\$0.00 as of 0
Capital Campaign Anticipated in Next 5 Years?	No

State Charitable Solicitations Permit

TN Charitable Solicitations Registration	Yes - Expires Mar 2018
Registration	No 0

Organization Comments

Through strong internal controls, lowered overhead, re-engagement of past supporters & development of new supports we are happy to report we reached our fiscal 2017 goal of a 100% model, allowing all public donations to go directly to serving abandoned, orphaned, and vulnerable children. Sweet Sleep is dedicated to obtaining

this milestone again in our current fiscal year.

GivingMatters.com Financial Comments

Financial figures taken from 990 and audit.

Financials prepared by Frasier, Dean & Howard, PLLC.

Comment provided by Kathryn Bennett 5/19/17.

