

# Second Harvest Food Bank of Middle Tennessee



## General Information

### Contact Information

|                  |  |
|------------------|--|
| <b>Nonprofit</b> | Second Harvest Food Bank of Middle Tennessee |
| <b>Address</b>   | 331 Great Circle Road                        |
|                  | Nashville, TN 37228                          |
| <b>Phone</b>     | (615) 329-3491                               |
| <b>Fax</b>       | 615 329-3988                                 |
| <b>Web Site</b>  | <b>Web Site</b>                              |
| <b>Facebook</b>  | <b>Facebook</b>                              |
| <b>Twitter</b>   | <b>Twitter</b>                               |
| <b>Email</b>     | jday@secondharvestmidtn.org                  |

### At A Glance

|                              |      |
|------------------------------|------|
| <b>Year of Incorporation</b> | 1978 |
|------------------------------|------|

Second Harvest Food Bank

# Mission & Impact

## Statements

### **Mission**

#### Mission

At Second Harvest Food Bank of Middle Tennessee, we feed hungry people and work to solve hunger issues in our community.

#### Background

Second Harvest was founded in 1978 by a group of citizens concerned about their hungry neighbors. After visiting St. Mary's Food Bank in Phoenix (the first food bank in the United States) to better understand their distribution model, Second Harvest Food Bank of Middle Tennessee was formed.

Today, Second Harvest operates from The Martin Distribution Center in Nashville's Metrocenter. All food distributed by Second Harvest is either purchased in bulk via our Project Preserve program, donated via food drives, or rescued from farms, wholesalers and a network of over 200 grocery retailers. This food is distributed via partnerships with 490 partner agencies like soup kitchens, food pantries, senior centers, and after-school programs.

In addition, Second Harvest operates several programs that directly serve specific populations, like Children's Feeding Programs, Senior Feeding Programs, and the Emergency Food Box Program.

In short, Second Harvest exists to make sure that no Middle Tennessean has to go without food during a time of need. We leverage our community partnerships, logistics infrastructure, and economies of scale to create a safety network that relieves food insecurity.

### **Background**

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Today, Second Harvest bases its operations from The Martin Distribution Center in Nashville's Metro center. All food distributed by Second Harvest is either purchased in bulk via our Project Preserve program, donated via food drives, or rescued from our network of around 200 participating grocery retailers. This food is distributed via partnerships with more than 450 partner agencies like soup kitchens, food pantries, senior centers, and after-school programs.

In addition, Second Harvest operates several programs that directly serve specific populations like Children's Feeding Programs, Senior Feeding Programs, and the Emergency Food Box Program.

In short, Second Harvest exists to make sure that no Middle Tennessean has to go without food during a time of need. We leverage our community partnerships, logistics infrastructure, and economies of scale to create a safety network that works against food insecurity.

## **Impact**

In FY 16, Second Harvest increased the total number of pounds it distributed by 5% over the previous year's total, representing a grand total of 31,000,000 pounds of food distributed to the hungry, the equivalent of nearly 26 million meals.

1. Second Harvest worked to increase the amount of donated pounds of food. This was done primarily via ramping up grocery rescue efforts, acquiring more fresh produce from farms, and implementing new food drives. We distributed 9 million pounds of produce last year, up from 7.8 million, which includes over 6,000 pounds of fruits and vegetables gleaned from local farms. Additionally, we helped to rescue 9 million pounds of food from our grocery partners. This food would otherwise be dumped due to overstocking, cosmetic imperfection, seasonal turnover, or the nearing of a "sell-by" date, but is still perfectly edible.
2. Second Harvest volunteers exceeded performance goals this year, sorting and packing food for the hungry for a total of 89,177 hours. Using the current independent sector rate for Tennessee, volunteers saved Second Harvest approximately \$2.15 million in labor costs last year!

## **Needs**

The most pressing needs facing Second Harvest and its ability to serve the hungry in FY16-17 are:

1. Capacity: Our primary warehouse operates at-or-near capacity on a continual basis and our transportation fleet is overextended. We are not able to rescue all the food that is available to us, nor do we have the space to sort and store it. Access is also an issue – as we operate out of a Nashville-based facility, we are not able to serve agencies in rural areas as often as needed.
2. Volunteer Space: Volunteers provide a significant service to our organization, and throughout the years volunteer hours have more than doubled, reaching 89,177 in 2015-2016. However, we are not able to accommodate all of the individuals and groups who would like to sort the additional food that our community needs.
3. Food Sorting and Safety:

We lack critical space for sorting fresh produce that comes into our warehouse. The ability to sort produce would keep produce fresh for longer periods, expedite our turn-around time (which will free up space to receive greater amounts of produce), and allow us to offer better products to our partner agencies.

In order to address these issues, Second Harvest is working to optimize space at the Nashville facility and build two additional distribution centers in the western and southern regions of our service area.

## **Other ways to donate, support, or volunteer**

Visit [secondharvestmidtn.org](http://secondharvestmidtn.org) to find out how you can help Second Harvest fight hunger in Middle Tennessee by donating time, food, and funds.

## Service Categories

### **Primary Organization Category**

Food, Agriculture & Nutrition / Food Banks, Food Pantries

### **Secondary Organization Category**

Food, Agriculture & Nutrition / Food Programs

## Areas of Service

### **Areas Served**

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TN - Bedford

TN - Cannon  
TN - Cheatham  
TN - Clay  
TN - Coffee  
TN - Cumberland  
TN - Davidson  
TN - DeKalb  
TN - Dickson  
TN - Franklin  
TN - Giles  
TN - Hickman  
TN - Houston  
TN - Humphreys  
TN - Jackson  
TN - Lawrence  
TN - Lewis  
TN - Macon  
TN - Marshall  
TN - Maury  
TN - Montgomery  
TN - Moore  
TN - Overton  
TN - Perry  
TN - Pickett  
TN - Putnam  
TN - Robertson  
TN - Rutherford  
TN - Smith  
TN - Stewart  
TN - Sumner  
TN - Trousdale  
TN - Warren  
TN - White  
TN - Williamson  
TN - Wilson  
TN - Wayne

Second Harvest serves all of Middle Tennessee and portions of West Tennessee. In addition to the counties listed above, Second Harvest serves Benton, Carroll, Chester, Decatur, Gibson, Hardin, Henderson, Henry, Lincoln, and Weakley counties.

### **Board Chair Statement**

The work that donors and volunteers accomplish in our community through Second Harvest is unparalleled among Tennessee nonprofits. By rescuing, sorting, purchasing and delivering nutritious food, we meet a critical

need to feed hungry people. In the past ten years, Second Harvest food distribution has increased three-fold. In fiscal year 2014-2015, Second Harvest distributed over 24 million meals throughout 46 Middle and West Tennessee counties, representing the largest distribution in our 38-year history.

Despite providing more food than ever, more and more families, children and seniors depend on Second Harvest to get through to better times. With over 400,000 people in our service area struggling with hunger, we must continue to build capacity to serve our neighbors who find themselves in a time of need. To do this, Second Harvest launched a capital campaign to increase capacity at the main Nashville facility and build additional distribution centers in Rutherford and Benton Counties from which to better serve the entire region.

Second Harvest has access to an ever-expanding supply of rescued groceries from 200 grocery retailers participating in Middle Tennessee's Table (Second Harvest's grocery rescue initiative). These rescued groceries are an essential source of nutrition, including produce, protein-rich dairy and meat products, and other fresh foods. The \$20 million capacity-building effort will put more healthy nutrition on otherwise empty plates by adding trucks and equipment and locating distribution points nearer the sources of available food and the people in need.

We have much work to do in the coming year. To keep vulnerable people fed, we need committed support from the community. I am honored to serve alongside Jaynee Day and a dedicated Board to ensure that needs are met throughout Middle & West Tennessee. For more information, or to learn more about how you can get involved, contact Second Harvest at 615-329-3491 or visit <http://secondharvestmidtn.org/>

Jeff D. Warne  
Board Chair

### **CEO Statement**

*After 37 years, the mission of Second Harvest Food Bank of Middle Tennessee remains the same: to feed hungry people and work to solve hunger issues in our community. We are at a critical stage in our growth. With more than one million Tennesseans at risk of hunger every day, we all must do more to make sure food is available for the children, families, and seniors who need it most. Second Harvest is consistently working beyond our capacity to rescue and deliver food to hungry people, but it's not enough. In the last ten years, we have more than tripled our food distribution to those who are in need. To meet growing demand and reach the underserved, we project that this number will more than double over the next ten years to 62,375,540 pounds – the equivalent of nearly 52 million meals. With even more food to be rescued and many families continuing to struggle with hunger, due to chronic unemployment and underemployment, we face an urgent problem. Food is being left on the table that could go to feed our hungry neighbors, and we must work quickly to expand our facility for greater warehouse and freezer space, supplement our aging transportation fleet, and expand our reach into the western and southern parts of our service area. Doing so would allow us to rescue, sort, and deliver more food as we increase volunteer involvement.*

*While these efforts are crucial to the growth of the food bank, my primary focus remains on maintaining the safety and quality of every pound of food we distribute. To do this, we will continue to work with the USDA, Feeding America, and the Health Department to maintain our high standard for food safety as our food output continues to rapidly increase.*

*As we move forward, Second Harvest requires the continued support of Middle Tennesseans everywhere. Whether that comes via the donation of food, volunteer time spent sorting and inspecting food in our distribution center, or the giving of funds to our programs where every \$1 provides 4 meals to those in need, we need your help. To learn more about how you can get involved visit <http://secondharvestmidtn.org/>.*

*Thank you for fighting hunger and feeding hope!*

Jaynee K. Day

President & CEO, Second Harvest Food Bank of Middle Tennessee

# Programs

## Programs

### Emergency Food Box Program

|                                     |   |
|-------------------------------------|---|
| <b>Description</b>                  | <p>Through the Emergency Food Box Program (EFB), Second Harvest distributes emergency food items via 16 satellite locations to individuals and families in crisis. Each Emergency Food Box contains enough to feed a household for about three days. Boxes contain meats, vegetables, fruits, peanut butter, crackers, cereal, bread, baking goods, and more. During FYE16, 2,000,000 meals were provided through 45,590 food boxes.</p> <p>As we face rising fuel &amp; food prices amid increasingly uncertain economic times, we must maintain the stability of a food safety net in Nashville. Second Harvest operates its Emergency Food Box program in the following locations: East Nashville Co-Op, Salvation Army Magness Potter Center, Salvation Army Laotian Corps, St. Luke's Community House, Kayne Avenue Baptist Church, Watkins Park Community Center, Olivet Missionary Baptist Church, Una Church of Christ, St. Phillip's Episcopal Church, Christian Cooperative Ministry, St. Paul's Lutheran Church, Martha O'Bryan Center, Temple Baptist Church, Temple Baptist Church, Napier Community Center, Hamilton United Methodist Church, and Madison Hispanic-American Seventh Day Adventist Church.</p> |
| <b>Budget</b>                       | 1669400   |
| <b>Category</b>                     | Food, Agriculture & Nutrition, General/Other Food Distribution  |
| <b>Population Served</b>            | At-Risk Populations, Families, General/Unspecified  |
| <b>Short Term Success</b>           | The short-term goal of the Emergency Food Box program is to meet a person's/family's immediate need for food.   |
| <b>Long term Success</b>            | The long-term goal for the Emergency Food Box program is to provide help and hope to people by providing them with food during emergencies. This provision enables clients to spend their money on other necessities like utility bills and housing. We intend to provide short-term help that enables long-term success.   |
| <b>Program Success Monitored By</b> | The success of the Emergency Food Box program is measured by the number of food boxes distributed each month to our Emergency Food Box locations in Davidson County.  |
| <b>Examples of Program Success</b>  | This is Second Harvest's flagship program in Davidson County and has been in operation since 1978.  |

## Community Food Partners program, Middle Tennessee's Table program

|                                     |  |
|-------------------------------------|--|
| <b>Description</b>                  | <p>Community Food Partners distributes food to 490 nonprofit partner agencies in 46 Tennessee counties, including day care centers, youth development programs, senior centers, foster care facilities, emergency shelters, and community centers.</p> <p>Middle Tennessee's Table (formerly Nashville's Table) now rescues excess food from 224 grocery stores like Kroger, Publix, Food Lion, Sam's, and Wal-Mart. This food is then sorted and distributed throughout our 46-county service area.</p> <p>The Mobile Pantry Program also falls under Community Food Partners. This program allows us to hold large-scale food distributions, usually in rural areas, without requiring food storage capacity. Hosted by a Partner Agency, in just a few hours Mobile Pantries distribute approximately 18,000 lbs of food to 250-300 households. In FYE 2016, we delivered over 4.4 million pounds of food via 268 Mobile Pantry distributions. On average, 50% of the food distributed at a Mobile Pantry is comprised of perishable, nutrition-rich items that enhance dietary options for food insecure people.</p> |
| <b>Budget</b>                       | 1892613  |
| <b>Category</b>                     | Food, Agriculture & Nutrition, General/Other Food Distribution   |
| <b>Population Served</b>            | At-Risk Populations, Other Named Groups, General/Unspecified   |
| <b>Short Term Success</b>           | Through Middle Tennessee's Table, we are able to rescue food that would otherwise be discarded, and distribute it to members of our community in need. Thus, this program significantly reduces food waste as a means of providing food to the hungry in Middle Tennessee.   |
| <b>Long term Success</b>            | The existence of a viable emergency food system allows for a more healthy, productive, and hopeful community. In addition, through our MTT and grocery rescue programs, we provide a productive opportunity for retailers, wholesalers, and growers to cut down on waste as they give back to their communities.   |
| <b>Program Success Monitored By</b> | The success of Middle Tennessee's table is measured primarily by pounds of food rescued from participating grocery stores. Once this product is rescued, it returns to our distribution center where it is sorted and inspected for quality and safety. From here, the next measurement of success is the amount of pounds of food distributed to our network of 450+ partner agencies. Our Food Resource Specialist and Food Donation Manager monitor how many grocery stores are visited each day, as well as how many pounds of food are rescued as reported by our team of drivers. Our team of Agency Relations Managers make sure our network of agencies know about the rescued food items we have in inventory, and work with them to get those items to their agency location.  |

## Examples of Program Success

In 2014-2015, Second Harvest implemented 254 Mobile Pantries that served more than 176,000 Middle Tennesseans. Mobile Pantries are one of our most effective ways of distributing large amounts of food in partnership with our Partner Agencies. Our Partner Agencies are always quick to share success stories from Mobile Pantries like the ones below that demonstrate the great need for our services in Middle Tennessee:

"During the Food Pantry we had so many people to tell us all how great this was and how much help it was to them. But it was really so many calls about the program and thanking me for helping to support this operation. One of the clients called in on the 27th of February and said how great it was to receive the food and that with the snow storm that came in that the food was all she had to feed her and the children because of some of the worst roads in the community. She was very grateful for all we did."

"One family of recently discharged military veterans (both husband and wife) had moved to the area after returning home from a tour in the Middle East. They had no food, but they were out looking for work. They sent their teenage son and daughter to pick the food up for them so they could have food to last until the money started coming in again. We connected them to the local VFW chapter for additional help in making the transition to civilian life. "You guys are life savers," the husband said to us on the phone."

"I lost my job and have 3 girls. This food will help a lot while I am looking for another job. Thank you so much for doing this. I really didn't know how I would feed my girls".



## Kids Cafe program and BackPack program

|                                     |   |
|-------------------------------------|---|
| <b>Description</b>                  | <p>Kids Cafe is an evening meal program designed to feed children from low-income families. In FYE16, the program provided 23,018 meals and 118,402 snacks to 1,760 food insecure children. Kids Cafe also provides daily summer breakfasts and snacks.</p> <p>The BackPack program bridges the weekend nutrition gap for children who are unlikely to receive proper nutrition at home when school meals are not available. Participating students are selected by school teachers, counselors, or other school personnel, based on their knowledge of students' situations. On Friday afternoons, the students are given plastic zipper bags of food to slip into their own backpacks. In FYE16 the BackPack Program distributed 205,220 BackPack bags to 5,251 food insecure students every Friday of the school year.</p> |
| <b>Budget</b>                       | 1431525   |
| <b>Category</b>                     | Food, Agriculture & Nutrition, General/Other Food   |
| <b>Population Served</b>            | Children and Youth (0 - 19 years), K-12 (5-19 years), At-Risk Populations   |
| <b>Short Term Success</b>           | <p>We are constantly trying to make these critical programs available to more schools, community centers, and after-school programs in Middle Tennessee.</p> <p>As we work to expand Children's Feeding Programs, our goal is to see that 75% of participating students will show improved performance in school and fewer disruptive incidents in the classroom stemming from food insecurity.</p>   |
| <b>Long term Success</b>            | <p>When children have adequate access to nutritious foods, they are better prepared to succeed in school and have fewer behavioral problems. Recently, a parent of a student in the Lebanon County Special School District who receives a weekly backpack reported: "When he gets food, it helps us get other needs - clothes, shampoo, gas, etc. When my son gets the backpack food, he is prepared for school each week. It lowers his stress and creates some kind of food stability. The best thing is the assurance that my son will have something to eat." Through all of our children's feeding programs, this remains at the core of our goals: to provide children the assurance that they will have food to eat.</p>   |
| <b>Program Success Monitored By</b> | <p>We monitor the success of the BackPack and Kid's Cafe programs by tracking the number of BackPacks delivered and meals served for each participating site. This data allows us to set and achieve specific goals for each site. In addition our team of Agency Relations Managers are constantly visiting these sites to ensure staff and volunteers are meeting safety, program, and health code guidelines.</p>  |

## Examples of Program Success

In December 2014, Second Harvest surveyed 82 teachers with students participating in the Backpack Program in an effort to measure the positive effects the program had in improving participating student's behavior and health. The results were overwhelming. Teachers reported that 82% of the participating students exhibited improved classroom behavior indicated by reduced aggression and fewer disruptive incidents in the classroom and 88% of participating students exhibited improved academic performance. The teachers provided additional feedback that further explained the benefit of the Backpack program to students struggling with hunger: "One student in particular has show tremendous growth this school year as she has gained knowledge of people outside of the school being interested in her life personally. We have had many conversations about this and she has responded by letting me know how hard she will work to show them that she is grateful."

"Children noticeably behave better, remain focused throughout the day, and behave kindly and with respect if they are well-fed and have no worries of having no food when they get home."

"My student comes to school being fed breakfast, and goes home at night with some things she can cook for herself if her mother isn't home. With her basic need for nutritious food being met, she is able to come to school prepared to focus on learning."

"My student can concentrate better after she has eaten. Her parents send her to school with no breakfast, so I can only imagine how she feels getting food for the weekend."

## Project Preserve

|                                     |   |
|-------------------------------------|---|
| <b>Description</b>                  | Project Preserve has been a program of Second Harvest Food Bank of Middle Tennessee since 1992. The program leverages economies of scale, manufacturing, and logistics expertise to provide a comprehensive co-op and manufacturing program to our partner agencies, food banks and other nonprofit organizations. Our team coordinates purchasing of core grocery and household items—saving food banks both time and money—therefore enabling us to feed more food insecure people each day. In 2015-2016, Project Preserve distributed more than 50 million pounds of food and grocery products to more than 180 food banks across the country.            |
| <b>Budget</b>                       | 31592262  |
| <b>Category</b>                     | Food, Agriculture & Nutrition, General/Other Food Distribution  |
| <b>Population Served</b>            | At-Risk Populations, General/Unspecified, US  |
| <b>Short Term Success</b>           | Through Project Preserve's Cook Chill program, we provide agencies with extremely low-cost food solutions as well as a means to distribute hearty foods to their clients without the use of an extensive industrial kitchen. Food is cooked and frozen in plastic bags and only requires boiling water to prepare. This initiative has been so successful because it saves agencies on both food and preparation expenses which allows them to focus their expertise and finances on providing long term solutions to their clients.  |
| <b>Long term Success</b>            | As food donations decrease across the nationwide Feeding America Network, the sourcing of quality food items becomes increasingly important to all Food Banks, especially Second Harvest. Project Preserve serves to lower the cost of purchased food by acquiring items in bulk, allowing us to provide even more meals for every dollar spent. We hope to continue to be a low-cost resource for Food Banks across the country.   |
| <b>Program Success Monitored By</b> | Success of this program is overseen by our Vice President of Project Preserve, Kim Molnar. Kim's Project Preserve team ensures that nutritious foods are acquired from reputable vendors at competitive prices and that food items are efficiently produced and/or distributed to our clients throughout the state as well as the country. Pounds of food distributed is the main unit of measure Project Preserve uses to communicate its success both internally and to our parent network.   |
| <b>Examples of Program Success</b>  | Cook Chill is an incredible innovation we strongly encourage our community to come and witness first hand. This USDA-inspected facility cooks bulk recipes at 180 degrees, bags the food into 2,4, and 8 pound bags, then chills the bags at 40 degrees so they can be frozen. Once frozen, this food--that once had a shelf life of perhaps a week-- is now stable for over two years and can be easily prepared in just a few minutes. In one shift Cook Chill can produce over 20,000 entrees or 37,000 side items. Using over eighty recipes and producing our own nutritional labels, this remarkable facility produces over a million meals every year. |

## Culinary Arts Center

|                                     |   |
|-------------------------------------|---|
| <b>Description</b>                  | The Culinary Arts Center is a state-of-the-art food preparation facility and commercial-grade kitchen. The purpose of the Center is to educate the public on issues related to nutrition and food preparation, to engage the public with our mission, and to generate revenue for our feeding programs. The Culinary Arts Center also offers catering with outstanding menus and service. Each Friday, the public is invited to join us for lunch at First Harvest Cafe from 11am – 1pm in our Culinary Arts Center. For \$12, guests enjoy a meal that varies by week between Cajun, Asian, Italian, French, Mexican, and American cuisines. On Wednesday from 11am-1pm we offer a lighter lunch usually consisting of a soup, salad, and sandwich for \$8. All proceeds are used to serve the hungry in Middle Tennessee. |
| <b>Budget</b>                       | 350000  |
| <b>Category</b>                     | Food, Agriculture & Nutrition, General/Other Food, Agriculture & Nutrition, General/Other   |
| <b>Population Served</b>            | General/Unspecified, At-Risk Populations, Other Named Groups  |
| <b>Short Term Success</b>           | The more participation our CAC program receives, the more revenue we have available to purchase and distribute food items for our feeding programs. We host various corporate and community events in our facility space on a daily basis, and catering is provided by our culinary team. Accordingly, as we generate funding through these events we are able to introduce the food bank's mission to new groups of people in our community. Having experienced our compelling mission firsthand, we are confident participants will quickly become volunteers, donors, and advocates of our cause.  |
| <b>Long term Success</b>            | The CAC serves as a revenue stream for our feeding programs. In doing so through culinary classes, catering, and in house events we are able to get the public through our doors and involved in our mission. The success of this program will continue to yield increased revenues as well as volunteers, donors, community, and corporate partnerships.   |
| <b>Program Success Monitored By</b> | The success of this program is monitored through the tracking of participation and donations generated by each event. Our External Affairs team monitors the avenues of community engagement and partnership resulting from patronage of these events.  |
| <b>Examples of Program Success</b>  | In 2013 The Culinary Arts Center was considered for a 'Frist Foundation Revenue Development Award' as a part of the 2013 Salute to Excellence Awards.   |

### **CEO Comments**

Second Harvest monitors its programs and evaluates their effectiveness on an ongoing basis. Annually, department heads are required to develop work plans based on the organization's strategic plan. The President/CEO reviews the work plans and gives them to the Board of Directors for further comment and review. Second Harvest continually adjusts its programs to ensure its mission to feed hungry people and work to solve hunger issues in our community is being fulfilled efficiently and effectively.

# Governance

## Board Chair

|                            |                                  |
|----------------------------|----------------------------------|
| <b>Board Chair</b>         | Mr. Jeffrey Warne                |
| <b>Company Affiliation</b> | Perkins & Marie Callender's, LLC |
| <b>Term</b>                | July 2015 to June 2017           |
| <b>Email</b>               | jeff.warne@prkmc.com             |

## Board Members

| <b>Name</b>             | <b>Affiliation</b>                        | <b>Status</b> |
|-------------------------|---|---------------|
| Mr. Greg Allen          | First Tennessee Bank                      | Voting        |
| Mr. Scott Bowers        | Corizon Healthcare                        | Voting        |
| Mr. Bryan Bowman        | c3 Consulting                             | Voting        |
| Mr. David Bradley       | Wells Fargo Advisors                      | Voting        |
| Dr. Jim Burton          | Middle Tennessee State University         | Voting        |
| Ms. Jaynee K. Day       | Second Harvest Food Bank of Middle TN     | NonVoting     |
| Ms. Melissa Eads        | The Kroger Company                        | Voting        |
| Mr. Jonathan B. Flack   | PricewaterhouseCoopers, LLP               | Voting        |
| Mr. Andy Flatt          | Corizon Healthcare                        | Voting        |
| Ms. Lucia Folk          | CMT                                       | Voting        |
| Mr. Fletcher Foster     | Iconic Entertainment Group                | Voting        |
| Mr. David Fox           | Wal-Mart                                  | Voting        |
| Ms. Amy Johnston-Little | United Health Care                        | Voting        |
| Mr. William J. Krueger  | JATCO Americas                            | Voting        |
| Ms. Gabriela Lira       | RE/MAX Elite                              | Voting        |
| Mr. Phil Pacsi          | Bridgestone Americas Tire Operations, LLC | Voting        |
| Ms. Lyn Plantinga       | The NewsChannel 5 Network                 | Voting        |
| Ms. Ann Jarvis Pruitt   | Tennessee Alliance for Legal Services     | Voting        |
| Mr. Ronald Q. Roberts   | DVL Seigenthaler                          | Voting        |
| Mr. John G. Roberts     | State of Tennessee Bureau of TennCare     | Voting        |
| Ms. Sylvia Roberts      | Mink Links                                | Voting        |
| Mr. Paul Robinson       | Nationwide Insurance                      | Voting        |
| Ms. Heather Rohan       | TriStar Centennial Medical Center         | Voting        |
| Mr. Tony Rose           | Community Volunteer                       | Voting        |
| Ms. Laquita Stribling   | Randstad                                  | Voting        |
| Mr. David Taylor        | Bradley Arant Boult Cummings LLP          | Voting        |
| Mr. D. Scott Turner     | Ajax Turner                               | Voting        |
| Ms. Mimi Vaughn         | Genesco                                   | Voting        |
| Mr. Jeffrey D. Warne    | Perkins & Marie Callender's LLC           | Voting        |

|                    |                            |        |
|--------------------|----------------------------|--------|
| Mr. Ken Watkins    | UPS                        | Voting |
| Mr. John West CPA  | Deloitte & Touche LLP      | Voting |
| Mr. Shawn Williams | Nissan North America, Inc. | Voting |

### Board Demographics - Ethnicity

|  |    |
|--|----|
| <b>African American/Black</b>          | 2  |
| <b>Asian American/Pacific Islander</b> | 1  |
| <b>Caucasian</b>                       | 26 |
| <b>Hispanic/Latino</b>                 | 1  |
| <b>Native American/American Indian</b> | 0  |
| <b>Other</b>                           | 0  |

### Board Demographics - Gender

|                    |    |
|--------------------|----|
| <b>Male</b>        | 22 |
| <b>Female</b>      | 9  |
| <b>Unspecified</b> | 0  |

### Governance

|  |      |
|--|------|
| <b>Board Term Lengths</b>                          | 3    |
| <b>Board Term Limits</b>                           | 3    |
| <b>Board Meeting Attendance %</b>                  | 85%  |
| <b>Written Board Selection Criteria?</b>           | Yes  |
| <b>Written Conflict of Interest Policy?</b>        | Yes  |
| <b>Percentage Making Monetary Contributions</b>    | 100% |
| <b>Percentage Making In-Kind Contributions</b>     | 0%   |
| <b>Constituency Includes Client Representation</b> | No   |
| <b>Number of Full Board Meetings Annually</b>      | 4    |

### Standing Committees

- Development / Fund Raising
- Executive
- Finance
- Audit
- Operations
- Board Governance
- Capital Campaign
- Marketing

## Risk Management Provisions

Accident & Injury Coverage

Automobile Insurance

Automobile Insurance & Umbrella or Excess Insurance

Boiler & Machinery

Commercial General Insurance

Commercial General Liability

Commercial General Liability & D and O & Umbrella or Excess & Automobile & Professional

Commercial General Liability & Medical Malpractice

Computer Equipment & Software

Crime Coverage

Directors & Officers Policy

Disability Insurance

General Property Coverage

Improper Sexual Conduct/Sexual Abuse

Life Insurance

Medical Health Insurance

Umbrella or Excess Insurance

Workers Compensation & Employers' Liability

### **CEO Comments**

A board of thirty community and business leaders governs Second Harvest Food Bank of Middle Tennessee. They are responsible for setting policy and procedures and overseeing the financial stability of the organization. As President and CEO of the Food Bank, I report directly to the Board of Directors. I also provide leadership to our Leadership Team which consists of our CFO, SVP of External Affairs, VP of Project Preserve, VP of Agency Relations, and Director of Human Resources. Second Harvest uses a number of committees to help provide strategic guidance to the organization. Various advisory committees comprised of board and community members assist and help guide all departments within the organization. The food bank is very fortunate to have an active and dedicated group of volunteers that serve on these committees and provide outstanding leadership and guidance.

This year our leadership is focused on increasing our capacity to distribute more food to more hungry people in our service. Support from community volunteers, leaders, and donors remains absolutely critical as we continue to fight hunger in Middle Tennessee.

# Management

## Executive Director/CEO

|                           |                             |
|---------------------------|-----------------------------|
| <b>Executive Director</b> | Ms. Jaynee K Day            |
| <b>Term Start</b>         | July 1988                   |
| <b>Email</b>              | jday@secondharvestmidtn.org |

### Experience

Jayne K. Day, President & CEO joined Second Harvest as the President/CEO in July 1988. Ms. Day oversees the daily operation of the Food Bank while providing leadership and vision. Ms. Day holds a Bachelor of Social Work Degree from Park College in Parkville, Missouri. She has over 30 years of experience in non-profit management and administration. Ms. Day is a member of the Nashville Chamber of Commerce, Downtown Nashville Rotary Club, Peer Exchange Network, the Davidson Group, and the Red Cross Pandemic Task Force. Jaynee is also an alumni of Leadership Nashville, Middle Tennessee Leadership and Leadership Music. Ms. Day has also served on the Board of Feeding America. In 2001, Jaynee's peers honored her with the prestigious Association of Non-Profit Executives' CEO of the Year Award. In April of 2016 she won the prestigious John Van Hengel Fellowship award from Feeding America and in 2017, the Nashville Post named Day as CEO of the Year!

## Former CEOs

| <u>Name</u>         | <u>Term</u>         |
|---------------------|---------------------|
| Ms. Angela Bonovich | Jan 1983 - Jan 1988 |
| Mr. Terry Nichols   | Jan 1978 - Jan 1983 |

## Staff

|                        |       |
|------------------------|-------|
| <b>Full Time Staff</b> | 98    |
| <b>Part Time Staff</b> | 6     |
| <b>Volunteers</b>      | 34316 |
| <b>Contractors</b>     | 1     |
| <b>Retention Rate</b>  | 30%   |

## 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**

7

**When was Strategic Plan adopted?**

Mar 2009

**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**

| <b>Affiliation</b>   | <b>Year</b> |
|--|-------------|
| AFP (Association of Fundraising Professionals)             | 1988        |
| Center for Nonprofit Management Excellence Network         | 1986        |
| Nashville Area Chamber of Commerce                         | 1998        |
| Volunteer Administrator's Network                          | 1989        |
| Community Resource Center - Nashville                      | 2002        |
| Hands On Network   | 1998        |
| United Way Member Agency                                   | 1980        |
| American National Red Cross                                | 1980        |
| America's Second Harvest - Affiliate                       | 1980        |
| Volunteer Administrator's Network                          | 1980        |
| Better Business Bureau Wise Giving Alliance - Organization | 2011        |

**Awards**

**Awards**

| <b>Award/Recognition</b>                         | <b>Organization</b>                      | <b>Year</b> |
|--|--|-------------|
| Affiliate of the Year                            | Feeding America                          | 2003        |
| Model Program Award                              | Feeding America                          | 2003        |
| Innovation In Action Award                       | The Frist Foundation                     | 2003        |
| Salute to Excellence - Making a Difference       | Center for Nonprofit Management          | 2005        |
| Fundraising Award - Direct Mail - 1st Place      | Association of Fundraising Professionals | 2002        |
| 4 Star Rating                                    | Charity Navigator                        | 2013        |
| Mutual of America Community Partnership Award    | Mutual of America Foundation             | 2013        |
| Top Workplaces                                   | The Tennessean                           | 2015        |
| Salute to Excellence-Sustainable Practices Award | Center for Nonprofit Management          | 2015        |

**Senior Staff**

Ms. Karyn Thompson

**Title**

Vice President of Human Resources

**Experience/Biography**

As the Vice President of Human Resources, Karyn oversees recruiting, benefits, training, payroll, and employee relations. Mrs. Thompson holds a Bachelor of Science degree from Lipscomb University, has a PHR (Professional Human Resources) certification, and has over 18 years of experience in the Human Resources field. Prior to coming on board with Second Harvest, Thompson worked at Gallagher Benefit Services as a Human Resources Consultant gaining experience in both for-profit and non-profit environments in the healthcare, mortgage, manufacturing, social services, and utilities industries.

Ms. Kimberly Molnar

**Title**

Chief Operating Officer

**Experience/Biography**

Ms. Molnar joined the food bank in August 2007 as Director, Project Preserve. She was promoted to VP, Agency and Program Services in July of 2010 and most recently, in 2016, to Chief Operating Officer (COO). As COO Molnar supervises Operations, Agency & Program Services and Project Preserve. She has a B.S. in Marketing from Jacksonville State University and over 26 years of food experience. Molnar was formerly President/Owner of Empire Food Brokers of Nashville, Inc., a full service food brokerage company serving Kroger and Dollar General.

Ms. Nancy Keil-Culbertson

**Title**

Senior Vice President of External Affairs

**Experience/Biography**

Ms. Keil-Culbertson joined Second Harvest as SVP of External Affairs in March, 2014 and oversees Development, Marketing & Communications and Volunteer Engagement. She has a B.A. in Marketing/Communications from the University of Arkansas and an Executive Masters of Business Administration degree from Rockhurst University. Ms. Keil-Culbertson brings more than 25 years of leadership experience to her role. Prior to joining Second Harvest Keil-Culbertson served as Chief Marketing Officer in the restaurant industry for a number of national and regional brands where she was accountable for brand strategy, creative, communications, revenue generation and community and customer engagement. She also spent multiple years as a principal for her consulting company, Keil Consulting, creating innovating brand marketing and advertising solutions for emerging and established brands and non-profits.

Ms. Heather Verble

**Title**

Chief Financial Officer

**Experience/Biography**

Heather Verble joined Second Harvest in May 2014 as the Controller. In July 2016, she was promoted to Chief Financial Officer (CFO). As CFO, she oversees all aspects of accounting, finance, and information systems for the food bank. She has a B.S. in Business Administration-Accounting from Tennessee Technological University and a Master of Accountancy from the University of Tennessee-Knoxville. She is an active CPA and has over 18 years of accounting experience including Big Four public accounting, small business management, and nonprofit leadership roles.

# Financials

## Fiscal Year

|  |                 |
|--|-----------------|
| <b>Fiscal Year Start</b>                           | July 01 2016    |
| <b>Fiscal Year End</b>                             | June 30 2017    |
| <b>Projected Revenue</b>                           | \$45,106,802.00 |
| <b>Projected Expenses</b>                          | \$44,851,462.00 |
| <b>Endowment Value</b>                             | \$0.00          |
| <b>Endowment Spending Policy</b>                   | N/A             |
| <b>Endowment Spending Percentage (if selected)</b> | 0%              |

## Detailed Financials

### Revenue and Expenses

| <b>Fiscal Year</b>    | <b>2016</b>  | <b>2015</b>  | <b>2014</b>  |
|-----------------------|--------------|--------------|--------------|
| <b>Total Revenue</b>  | \$85,633,410 | \$82,345,489 | \$77,622,054 |
| <b>Total Expenses</b> | \$81,777,016 | \$80,087,435 | \$77,427,772 |

### Revenue Sources

| <b>Fiscal Year</b>                              | <b>2016</b>  | <b>2015</b>  | <b>2014</b>  |
|---|--------------|--------------|--------------|
| <b>Foundation and Corporation Contributions</b> | \$0          | \$0          | \$0          |
| <b>Government Contributions</b>                 | \$3,811,535  | \$2,756,829  | \$2,526,028  |
| <b>Federal</b>                                  | \$0          | \$0          | \$0          |
| <b>State</b>                                    | \$0          | \$0          | \$0          |
| <b>Local</b>                                    | \$0          | \$0          | \$0          |
| <b>Unspecified</b>                              | \$3,811,535  | \$2,756,829  | \$2,526,028  |
| <b>Individual Contributions</b>                 | \$11,381,705 | \$10,153,450 | \$7,269,850  |
| <b>Indirect Public Support</b>                  | \$0          | \$0          | \$0          |
| <b>Earned Revenue</b>                           | \$30,941,233 | \$31,485,779 | \$30,596,099 |
| <b>Investment Income, Net of Losses</b>         | \$73,425     | \$75,651     | \$29,097     |
| <b>Membership Dues</b>                          | \$0          | \$0          | \$0          |
| <b>Special Events</b>                           | \$448,315    | \$439,566    | \$235,263    |
| <b>Revenue In-Kind</b>                          | \$38,687,843 | \$37,150,911 | \$36,673,277 |
| <b>Other</b>                                    | \$289,354    | \$283,303    | \$292,440    |

**Expense Allocation**

| Fiscal Year                             | 2016         | 2015         | 2014         |
|---|--------------|--------------|--------------|
| Program Expense                         | \$78,699,879 | \$76,954,507 | \$74,518,172 |
| Administration Expense                  | \$877,941    | \$833,459    | \$889,962    |
| Fundraising Expense                     | \$2,199,196  | \$2,299,469  | \$2,019,638  |
| Payments to Affiliates                  | \$0          | \$0          | \$0          |
| Total Revenue/Total Expenses            | 1.05         | 1.03         | 1.00         |
| Program Expense/Total Expenses          | 96%          | 96%          | 96%          |
| Fundraising Expense/Contributed Revenue | 14%          | 17%          | 20%          |

**Assets and Liabilities**

| Fiscal Year           | 2016         | 2015         | 2014         |
|-----------------------|--------------|--------------|--------------|
| Total Assets          | \$21,660,905 | \$18,457,384 | \$15,168,409 |
| Current Assets        | \$9,093,239  | \$6,141,579  | \$2,643,467  |
| Long-Term Liabilities | \$70,442     | \$260,110    | \$62,916     |
| Current Liabilities   | \$3,359,904  | \$3,779,052  | \$2,926,345  |
| Total Net Assets      | \$18,230,559 | \$14,418,222 | \$12,179,148 |

**Short Term Solvency**

| Fiscal Year                                       | 2016 | 2015 | 2014 |
|---|------|------|------|
| Current Ratio: Current Assets/Current Liabilities | 2.71 | 1.63 | 0.90 |

**Long Term Solvency**

| Fiscal Year                        | 2016 | 2015 | 2014 |
|------------------------------------|------|------|------|
| Long-Term Liabilities/Total Assets | 0%   | 1%   | 0%   |

**Top Funding Sources**

| Fiscal Year                                   | 2016  | 2015  | 2014  |
|---|---|---|---|
| Top Funding Source & Dollar Amount            | Noncash Contributions<br>\$38,687,843           | Noncash Contributions<br>\$37,150,911         | Revenue In-Kind<br>\$36,673,277                 |
| Second Highest Funding Source & Dollar Amount | Program Revenue<br>\$30,941,233                 | Program Revenue<br>\$31,485,779               | Program Revenue<br>\$30,596,099                 |
| Third Highest Funding Source & Dollar Amount  | Contributions, Gifts and Grants<br>\$11,381,705 | Contributions, Gifts & Grants<br>\$10,153,450 | Contributions, Gifts, and Grants<br>\$7,269,850 |

**Capital Campaign**

Is the organization currently conducting a Capital Campaign for an endowment or the purchase of a major asset? Yes

**Campaign Purpose**

In order to keep up with the increased availability of food and meet the total food need that hungry Tennesseans face, we must maximize the use of our available facility and open two additional distribution centers in western and southern parts of our service area.

Capital Campaign Goal \$20,000,000.00

Campaign Start and End Dates Jan 2015 to 0

Capital Campaign Raised-to-Date Amount \$4,522,298.00 as of Jan 2015

Capital Campaign Anticipated in Next 5 Years? No

**State Charitable Solicitations Permit**

TN Charitable Solicitations Registration Yes - Expires Dec 2017

**Organization Comments**

Economic conditions of the past few years have most definitely affected Second Harvest. Many local corporations and foundations have reduced their financial giving. Simultaneously, many Middle Tennessee residents have lost their jobs or had their work hours reduced significantly, thereby creating a detrimental effect on individual financial contributions. Second Harvest is no different from other not-for-profit organizations in that it has felt the pressure of today's sluggish economic climate. We have, however, identified steps to counteract these effects, and we are confident in our ability to continue operations despite the economic environment.

**GivingMatters.com Financial Comments**

Financial figures taken primarily from 990, with additional information from the audited financial statements. Any foundation or corporate contributions are included in Individual Contributions sum, as the figures are not listed separately in Form 990.

Financial documents completed by Kraft CPAs, PLLC.

Comments provided by Kathryn Bennett 11/30/16.

