POSITION PROFILE

On behalf of our client, Second Harvest Heartland,

CohenTaylor Executive Search Services
is conducting a retained executive search for its

CHIEF DEVELOPMENT OFFICER
Second Harvest Heartland (SHH) is one of the largest, most efficient, and innovative hunger-relief organizations in the nation. Working in partnership with a network of more than 1,000 food shelves and hunger-relief programs, SHH helps the 1 in 11 people—including 1 in 8 kids—in Minnesota and Western Wisconsin who experience hunger. Fighting hunger in the Midwest for more than three decades, SHH believes no one should go hungry, especially in the heartland where enough food is produced for everyone.

Hunger touches every community in the Midwest. SHH works alongside and strengthens the hunger-relief network, partnering with more than 1,000 food shelves and hunger-relief programs in every corner of its 59-county service area. Joining forces with schools, food shelves and meal programs, hospitals, agricultural producers, food manufacturers, and retailers, SHH gathers surplus food from farmers, manufacturers, and retailers and delivers it to those who need it most.

Second Harvest Heartland believes that hunger is Minnesota’s largest, most solvable problem and that it’s possible for all to have access to healthy food. Through innovative programming, SHH is dedicated to reducing child hunger and senior hunger in Minnesota and Western Wisconsin, delivering fresh and healthy food, rerouting surplus food to hungry neighbors, and addressing the intersection of health and hunger so all can thrive. At its new hunger-relief campus in Brooklyn Park, SHH has added a temperature-controlled clean room and anticipates increasing its volunteer capacity. It ensures children have the food they need to grow and learn, seniors have the food they need to thrive, and every family member has a full plate so that healthy food is one less thing to worry about. Part of Feeding America, a nationwide network of 200 food banks, SHH is amplifying its impact and reach and will continue to leverage its unique position in the emergency food chain to advocate, educate, and provide food until everyone in its 59-county service area has what they need to thrive.
Our Mission is to End Hunger Together

OUR VALUES:

WE DELIVER

WE LEAD WITH OUR HEARTS

WE INNOVATE

WE ARE ALL IN THIS TOGETHER

WE BELIEVE DIFFERENCES MAKE US STRONGER

OUR GUIDING PRINCIPLES:

Prioritize relationships with our team members & valued partners

Prepare & remain flexible for an uncertain future

Maintain & enhance a best-in-class organization

OUR STRATEGIC PRIORITIES (2020-2024):

Transform into a more responsive, equitable and efficient organization

- Create an environment that fosters engaged employees & volunteers
- Transform the end-to-end hunger relief system by becoming a trusted partner
- Improve efficiency through process and prioritization of services
- Increase access to nutritious and desired food

Elevate hunger awareness and encourage action

- Be a thought-leader in hunger relief, creating opportunities for collaboration and conversation
- Protect and grow financial support (e.g. government, charitable and earned)

Innovate close to our core business

- Position the organization to meet increasing demand for food
- Maintain and explore broader and different partnerships

OUR STRATEGIC COMMITMENTS:

Support a high-performing, engaged and diverse team

Execute a disciplined governance to focus our efforts

Build long-term financial stability and flexibility

Leverage up-to-date technology

Data-driven decision making

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PROGRAMS

Second Harvest Heartland sources large quantities of food and delivers it to over 1,000 agency partner programs (such as food banks, food shelves, shelters, and senior centers) in Minnesota and Wisconsin that in turn distribute this food to hundreds of thousands of families.

Last year, SHH distributed more than 113 million pounds of food – over 97 million meals – to its partners in hunger-relief, touching the lives of half a million people. More than 24,000 volunteers contributed over 110,000 hours – the equivalent of 53 full-time employees. As SHH works to develop new and more efficient ways of sourcing and distribution, the food that it supplies is increasingly fresh. More than 65% of the food distributed last year was fresh; 44% of it was produce from sources including retail food rescue, distributors, and agriculture surplus.

Food Rescue

Retail Food Rescue – Retail Food Rescue ‘rescues’ unsold but perfectly edible and nutritious produce, meat, bakery, dairy, shelf-stable, and deli items. Retail Food Rescue is SHH’s largest source of donated food and the organization’s largest program. Last year, SHH collected 40.6 million pounds of food from retail partners through the Food Rescue program, diverting it from landfills and on to the plates of hungry people—a 4% increase from the previous year.

Prepared Food Rescue – Building on the success of the Retail Food Rescue program, SHH has executed a successful and sustainable prepared food recovery program. By leveraging its network of agency partners and volunteers, SHH can capture food service donations of any size and deliver them safely and quickly to meal program partners. As a network, SHH is providing nutritious meals to its hungry neighbors while reducing the environmental and financial impact of wasted food in our community.

• Last year, SNAP outreach specialists assisted 3,712 households with SNAP applications and re-certifications. This added nearly 3 million meals to families
• 3 million people, including countless Minnesotans, rely on SNAP for much-needed food assistance

SNAP (Supplemental Nutrition Assistance Program) Outreach

SHH works to find individuals who qualify for SNAP (formerly known as food stamps) but who may be unaware of or unable to access this important, government-funded hunger relief program. SNAP is an underutilized and already funded source of food assistance that goes unclaimed each year because people are unaware of their eligibility and face barriers to participation such as lengthy application paperwork, transportation, language, and stigma. Though there has been an increase in SNAP participation rates, there is still much to be done in increasing SNAP accessibility, especially among seniors and in rural areas. SHH SNAP specialists work within the community, engaging in SNAP assistance, conducting SNAP screening, and assisting with applications as well as providing information, follow-up, case management, and recertifications.

• More than 500 stores donate food
• SHH’s agency partners collect 63% of Food Rescue donations through local partnerships, keeping the path short and the foods local
• 309,000 pounds of prepared foods were donated by meal service partners
Second Harvest Heartland East in Maplewood distributes food to more than 2,000 clients each month.

Commodity Supplemental Food Program (CSFP)
SHH provides a monthly box of food (packed by volunteers at its site in Maplewood) to income-eligible seniors who qualify. It provides CSFP food to more than 240 different distribution sites in 41 counties in Minnesota, serving approximately 9,300 seniors monthly.

Child Hunger
Child Hunger Initiative’s goal is to halve the child meal gap in Minnesota, adding 16 million meals for children by 2023. To achieve this, SHH has three focus areas:

- **Increase child participation in Federal Nutrition Programs (FNPs)** – Partner with targeted schools and school districts to reduce barriers to expanding student participation in existing but underutilized meal programs. Federal nutrition programs include the National School Breakfast Program, National School Lunch Programs, after-school meals (Child and Adult Care Food Program), Summer Food Service Program, and SNAP.
- **Address child emergency food needs** – Continue SHH’s historical work of addressing children’s and families’ emergency food needs through food distribution on-site at schools.
- **Accelerating impact through advocacy** – Pursue policy and legislative opportunities that could reduce Federal Nutrition Program barriers for schools and families.

In 2019, 4,465 FOODRx boxes were distributed to patients

FOODRx
Through partnerships with the healthcare system, FOODRx connects low-income patients to food prescriptions that are tailored to their medical needs—such as diabetes and cardiovascular disease—and their specific cultural backgrounds. FOODRx also provides one-to-one care coordination to connect low-income patients to basic need resources, including SNAP, housing assistance and childcare options, and more. Partners include Hennepin Healthcare, Park Nicollet, North Memorial, Lakewood, Mayo Clinic, UCare, and Lutheran Social Services.

“*To me food is love, and honestly without programs that bring fresh fruits and vegetables, I don’t think my kids would be getting half the nutrition they should be.*”

- Yolawnda, mom and Food + You program participant

- **14 schools participated** during the 2018-2019 school year; 11 were partnered with local food shelves
- More than **210,000 meals** were added, including breakfast and after-school meals
- Once schools start these programs, they continue to be offered, and these new meals will be **sustained into the future**
- **768,319 SNAP meals** were provided for children as a result of Second Harvest Heartland’s help
- **466,130 pounds** of food were distributed:
  - 388,442 meals
  - 34% was produce
Hunger Facts

The amount of money that the effect of hunger costs the state of Minnesota every year in healthcare, hospitalization, medication, education and other costs, including lost productivity at work and in school.

$800 MILLION

Source: Boston Consulting Group, 2017

97 MILLION meals distributed in 2019

97 million = the equivalent number of meals distributed by Second Harvest Heartland in 2019, to nearly 1,000 food shelves, pantries and other partner programs.

1 MEAL =

1.2 LBS

More than 65% of food we distributed last year was fresh.

We serve 532,000 People each year.

One in 11 households in Minnesota is affected by hunger. Hunger is an urban, suburban and rural problem. There is no corner of the state where hunger does not exist.

33% are under 18

10% are seniors 60+

Source: 2014 Hunger in America Survey
AS AN EMPLOYER:  
A CULTURE OF PURPOSE

SHH is the professional home to a diverse team of 175 hunger-relief experts. This group has led the organization to unprecedented growth by building a large network of critical partnerships while pursuing innovative programming that is setting the bar nationally. Supported by the organization’s large volunteer workforce—24,000 strong and growing—the SHH team is guided by a strong sense of community and purpose.

The organizational values are central to this sense of purpose and to the workplace culture. Second Harvest Heartland views the team as a group of valued partners who are at the table as the organization grows and changes. Teams are expected to deliver great things and are granted the flexibility needed to get the job done in ways that work for them as well as rewarded with excellent benefits.

THE ROLE

Second Harvest Heartland is currently seeking a dynamic, creative leader with proven development experience, a solid operational sense, the ability to coach and build staff, and passionate enthusiasm for the SHH mission. The Chief Development Officer (CDO) will be responsible for advancing the finances and mission of the entire organization as well as growing the organization’s general operating funds to successfully meet growth goals.

The Chief Development Officer will be a critical member of the executive leadership team, reporting to the CEO. The CDO will lead the development team and serve as the chief fundraising and donor steward strategist, effectively leading and managing the development team to generate financial support to advance the work of SHH to end hunger together.

This leader will serve as a lead strategist for fund development, responsible for designing and implementing a comprehensive fund development plan to support all aspects of philanthropic giving and to create a best-in-class development team. In addition, the CDO will be responsible for measuring and reporting appropriate development metrics in support of the strategic plan.

The CDO will have full responsibility for donor engagement, fundraising, stewardship, and management of the day-to-day functions of the development team and the final phase of capital campaign efforts.

Reporting Relationships

The CDO reports directly to the CEO of SHH, with nine direct reports and a total team of 19 development staff. Direct reports include:

- Director, Major Gifts
- Director, Direct Marketing
- Manager, Development Operations
- Manager, Community Engagement
- 5 Gift Officers
  - 2 Major Gift Officers
  - 1 Mid Major Gift Officer
  - 1 Corporate Development Officer
  - 1 Development Officer
DUTIES AND RESPONSIBILITIES

External Leadership
- Act as a visible, external leader with all donors in the communities SHH serves.
- Demonstrates skill and personal passion for engaging prospects and existing donors.
- Oversees preparation and execution of annual fundraising plans and corresponding budgets that outline goals and strategies, engage staff and volunteers, and communicate with stakeholders.
- Understands various giving vehicles and value and strategically markets appropriately.
- When necessary, refines business models internally to enhance impact and return.
- Ensures stakeholders have a positive customer experience.
- Engages donors and responds to changing preferences in how donors want to create impact.
- Ensures compliance with documents and protocols that honor donor charitable intent—short and long term.

Individual Giving
- In partnership with staff, develops and executes a comprehensive fundraising strategy for all facets of individual giving, including major gifts, planned giving, and direct marketing.
- Serves as a lead fundraiser, engaging prospects in effective cultivation, solicitation, and stewardship of donors.
- Leads fundraising by personally cultivating and soliciting a portfolio of donors and top prospects.
- Sets strategy for CEO, board, and other staff to secure funding through major donors.
- Supports board-lead fundraising activities, including committees of the board (e.g. Development Committee).

Organizational Partnerships – Corporations, Foundations, Grants
- Along with staff, develops and executes a comprehensive fundraising strategy for institutional sponsorships, partnerships, and grant management.
- Leads partnership development by personally cultivating and meeting with corporations and foundations to maximize financial support from sponsorships and grants.
- Proactively fosters relationships and pursues every avenue for grants, securing general operating, capital, and special project funding.
- In partnership with management, when necessary, develops and executes capital campaigns to secure funding.

Events
- Develops and executes a comprehensive strategy for special events to increase financial return and standing in the community.
Operational Leadership

- Understands and analyzes trends and design strategies to raise financial support for SHH through individuals, corporations, foundations, volunteers, events, and government.
- Inspires team members to aspire to outstanding customer service for a diverse set of stakeholders.
- Acts as an active and engaged member of the executive team, building strength and engagement across the organization and specifically with the development team.
- Facilitates cross-department collaborations to leverage impact internally and externally to maximize relationships and ROIs.
- Demonstrates by example the integrity and commitment expected from colleagues, including a high expectation for accountability and results.
- Exercises leadership style that promotes collaboration, appreciates staff initiative, and creates opportunity for professional growth.
- Establishes goals, monitors progress, and coaches employees to empower them to meet their goals.
- Manages team members around annual goals, metrics, and performance evaluation, conducting monthly meetings with the advancement team and frequent meetings with each direct report.
- Creates a positive environment where two-way communication and strong trust are established.

THE IDEAL CANDIDATE

All candidates must have a passion for the SHH mission, demonstrated effectiveness as a development leader, and excellent written, verbal, and interpersonal communication skills.

Qualifications

- Senior-level leader with demonstrated success in setting and managing strategy for all development activities in a non-profit environment.
- Proven ability to build high performing teams. Experienced at leading and coaching development staff.
- Demonstrated substantial success in nonprofit fundraising, from managing a complex department to securing six- and seven-figure gifts and leading capital or legacy campaign efforts.
- Proven ability to bring innovation to SHH fundraising efforts. The successful candidate will have experience identifying trends in resource development and in developing comprehensive annual resource development plans with senior leadership.
- Ability to work collaboratively with colleagues in a spirited partnership and provide transparency and fiscal responsibility to advance the strategic plan and overall success of the organization.
- A connected and proactive leader in Minnesota, especially with major donors, foundations, etc. in the Minneapolis-Saint Paul metropolitan area.
- Experience working with boards of directors.
• Demonstrated ability to prepare and deliver effective presentations to individuals and groups.

• An intelligent, articulate individual who can relate to people at all levels of an organization, including internally at SHH.

• A decision maker who has a “big-picture” view but is also able to operate in a “hands-on” capacity.

• Demonstrated exceptional customer service skills to create an inclusive environment where everyone is welcomed and valued.

• Ability to work with flexibility, efficiency, and enthusiasm, both individually and as part of a team in a fast-paced, high-demand environment.

• Demonstrated ability to plan, manage, and follow through on multiple daily tasks and projects.

• Combination of education and experience generally attained through a minimum of 10 years of experience leading development efforts for nonprofit organizations.

• Bachelor’s degree is required; advanced degree preferred.

Equal Opportunity Employer/Protected Veterans/Individuals with Disabilities: The contractor will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as a part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the contractor’s legal duty to furnish information.

Second Harvest Heartland (SHH)

Turning Hunger into Hope

SHH was created on October 1, 2001, when Second Harvest Minneapolis and St. Paul joined forces.

SHH is a $150 million organization employing 170 FTE’s and 30,000 volunteers annually.

In 2019, SHH helped provide more than 97 million meals to over 1,000 food shelves and hunger-relief programs in 59 counties in Minnesota and western Wisconsin.

For every $1 donated, SHH can provide 3 meals.

SHH touched the lives of more than half a million people last year, including children, families, seniors, veterans, and working adults.

Watch this video to learn more about hunger.

For more information, visit 2harvest.org

For more information or to send your credentials, please email SHH@cohentaylor.com

All inquiries will remain confidential.