



**HARVESTERS**  
COMMUNITY FOOD NETWORK

## CEO Report to the Board of Directors Progress to Goals and Results FY2025

August 2025



*Our mission is to mobilize the power of our community  
to create equitable access to nutritious food and  
address the root causes and impact of hunger.*

## Introduction

FY25 brought new successes, changes, and challenges. Harvesters officially added a 27th county to its service area (Leavenworth County in northeast Kansas) at the start of the year and successfully onboarded 17 feeding programs. The Lawrence facility completed its first full year in operation. Harvesters earned Service Enterprise Certification for its volunteer program, joining an elite group of 11 percent of nonprofits who have this recognition. A new volunteer program, called Barrel Buddies, was implemented to pick up food donations in Harvesters' barrels in grocery stores. These donations accounted for one-fourth of the total food drive donations.

The Fund Development team revived Food 4 Thought (a series of public discussions about hunger in our region) and executed a successful Festival event that surpassed its fundraising goal by 74 percent. The Diversity Council completed its first year of work with committee members learning how they can help strengthen employee engagement and belonging. To improve communication with a wider audience of neighbors, Harvesters launched a Spanish version of its website and increased followers on its Spanish Facebook page.

Feeding America completed a Network Standards Review of Harvesters and ended by commenting the food bank was performing outstanding work.

One of the largest challenges in FY25 was the changing/uncertain political climate at the federal level and with that several legislative threats to federal nutrition programs. The second half of the fiscal year brought announcements of the elimination of the LFP program, cuts to TEFAP and future cuts for the SNAP program. Harvesters ramped up its advocacy efforts and raised considerable awareness and engagement through emails, social posts and earned media: a positive effort, despite the ultimate inability to stop the cuts.

The cuts to federal nutrition programs, along with continuing inflation and high demand for food assistance kept Harvesters' team racing to acquire and distribute as much food as possible with several weeks of specific challenge in early spring. However, Harvesters was able to finish the year exceeding its acquisition and distribution goals and saw growth in areas including grocery store recovery and school pantries.

The driving force behind this year's accomplishments is feeding neighbors experiencing food insecurity and helping them thrive. The Harvesters team is always looking for ways to enhance its service. The team completed a comprehensive review of many of its feeding programs and continued to collect data and lived experience stories from neighbors served, all with the desired outcome of efficiently aligning Harvesters' operations with the resources it has today and planning responsibly for tomorrow.

## Strategic Imperative 1:

**Nourish:** Acquire and distribute a diverse mix of nutritious food and household products that are distributed through accessible, efficient, and safe distribution methods.

### Goal 1.1:

**Meals:** Provide meals to meet the needs of individuals who are food insecure.

**FY25 Distribution Target:** Provide 50,742,120 meals (includes pounds distributed to network, SNAP meals and RDO meals).

This year, Harvesters:



**Provided**  
52,782,267 meals.  
4% above target.



**Distributed 60,291,318 pounds**  
through our agency network.  
7% above target.

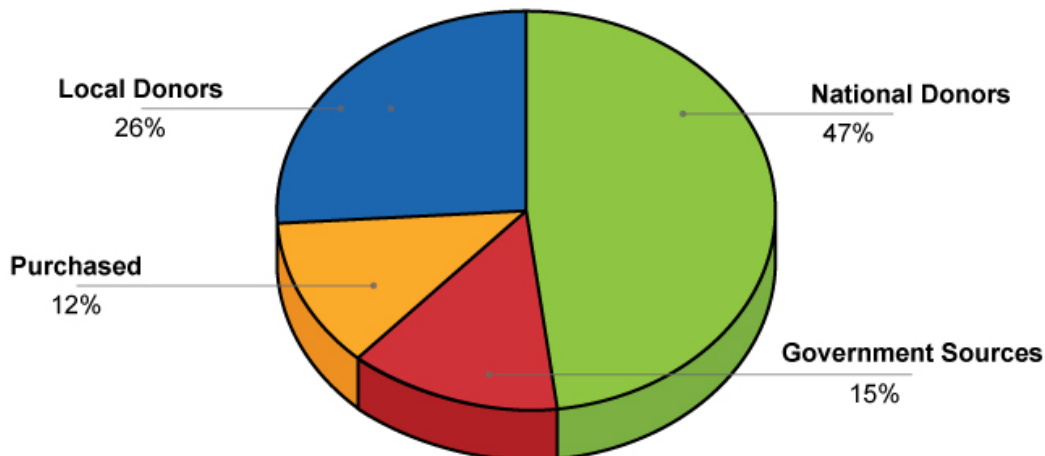


**Provided 1,541,824 meals**  
through SNAP Outreach.  
54% of target.

*Note: With this strategic plan, the goal continues to provide meals. Converting pounds to meals is based on a meal calculation of 1.2 lbs. = 1 meal per USDA and SNAP meal equivalency calculations (per Feeding America).*

**FY25 Acquisition Target:** Acquire 60,000,000 pounds.

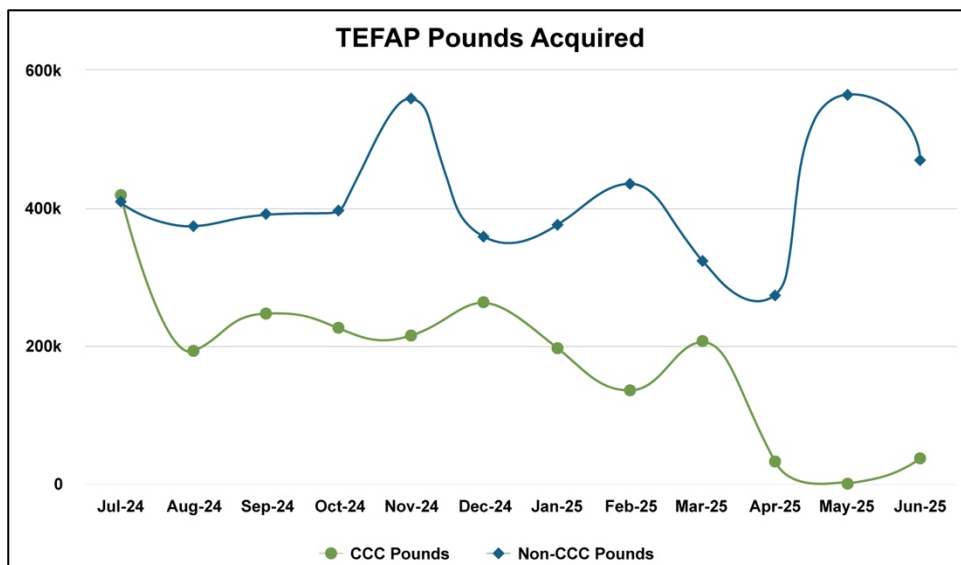
**Acquired 63,407,355 pounds. 6% above target.**



## Highlights:



- Harvesters provided 20,265,681 pounds of food in FY25 to 224 mobile pantry partners who operated 237 distributions a month.
- **31 percent, or 18,682,864 pounds, of total food distributed was fresh produce.**
- **10,853,817 meals, or 13,024,581 pounds, were distributed through the Kansas Distribution Center in Lawrence. This was 7 percent above target.**
- **5,869,505 meals were provided through the federal nutrition program, TEFAP (The Emergency Food Assistance Program).** The total is higher than the FY24 total, but does represent a 12 percent decrease in TEFAP received through the CCC (Commodity Credit Corporation) funding stream for TEFAP. Cuts to this funding stream were announced in March.



- 1,868,693 million meals were provided through food drive initiatives.

- **An average of 5,100 boxes of food were distributed to seniors each month through the federal nutrition program, CSFP (Commodity Supplemental Food Program) equaling 1,611,028 meals.**
- 657,397 pounds of locally grown food was received in FY25 through the federal food program, LFPA (Local Food Purchase Assistance) Cooperative Agreement. An additional 217,272 pounds of fresh fruits and vegetables were received through a similar program funded by the state of Kansas called, the Kansas Farm to Food Box Program. Funding for both programs ended in FY25.
- **1,640 SNAP applications were submitted.** This translates to an estimated \$6,054,628 in SNAP benefits and \$9,325,088 in economic impact. New Department of Social Services (MO) expectations that started in March 2025 doubled the time it took to complete one MO telephonic signature application. This drastically impacted the number of applications we were able to complete.
- **The school pantry program grew again this school year, from 69 schools participating in 2023-2024 to 91 in 2024-2025.** A total of 986,417 pounds of food was distributed equaling 822,014 meals through several distribution models. The program reached 28,075 households.
- **An average of 5,255 children were fed each week through the BackSnack program for the 2024-2025 school year.** The program operated in 266 schools in 86 districts in Harvesters' service area. The BackSnack program distributed a total of 689,050 pounds of food to children.

## Goal 1.2

**Nutrition/Quality Product: Evolve our food sourcing and distribution to best support our neighbors in need by providing quality, nutritious and culturally appropriate food.**

## Highlights:



- The desirability Index came in at 84.1% against a target of 85%.
- Harvesters continued work on an implementation plan for its new nutrition policy. We will begin a test ranking of select products in FY26.
- **7,966,060 pounds were acquired through Grocery Store Recovery, an increase of 22 percent from FY24.** A total of 105 agencies participated in the program and picked up from 253 stores. Fresh produce was 26 percent of the food collected.
- **28,980 turkeys and chickens were purchased at a cost of \$285,000 for Harvesters' annual Holiday Meats program which provides much needed main courses for family holiday meals.**
- **1,321,319 pounds of food was acquired through funding from an ARPA (American Rescue Plan Act) grant awarded by the state of Missouri. This food was distributed to network partners in Harvesters' 10 Missouri counties.**
- 1,093 product donors were educated by Harvesters' Food Sourcing team about the importance of donating the healthiest food possible.
- **Harvesters met the Feeding America per Person In Need (MPIN) target of 72.69 meals in 26 of its 27 counties.** The one county under MPIN was Leavenworth County which Harvesters added to its service area this fiscal year and was underserved when we acquired it. Harvesters will work on developing a plan to address MPIN in Leavenworth County in FY26.

### Goal 1.3

**Partner Network: Invest in our partners to maximize collective impact to meet community needs, by providing food, resources, tools, and training for equitable, accessible, and high-quality services, and increased capacity.**

### Highlights:



- **Harvesters added Leavenworth County to its service area beginning July 1, 2025.**
- 57 capacity-building trainings were held for Harvesters' network including topics like Service Insights beginner and advanced trainings, quarterly school pantry cohort sessions, and network-wide webinars.
- **Harvesters was awarded a \$750,000 grant through Feeding America and Walmart to purchase equipment and vehicles for agency partners engaged in Grocery Store Recovery.** Agencies submitted applications, and we began the process of selecting partners to receive the funding. Funding will be accounted for and distributed in FY26.
- Harvesters equipped 26 agencies with nearly \$7,000 worth of technology grants to expand Service Insights programs. 94 active programs currently utilize Service Insights. Intake forms are now available in several languages: English, Spanish, Arabic, Burmese, French, Russian, and Ukrainian. We now offer both barcodes and QR codes to partners to speed up intake.
- Harvesters added 16 new partner agencies. 6 of these partners were added as part of the addition of Leavenworth County.



**11**  
Pantries



**4**  
Mobiles



**1**  
Shelter

#### Goal 1.4

**Needs Assessment and Improvement Implementation: In partnership with our network, collect and analyze neighbors served real-time data to drive relevant service changes that meet evolving needs.**

#### Highlights:



- **Harvesters completed its work with consultant, See What I Mean (SWIM), to identify and address food access challenges in the community and with our partner network.** In FY25, the group conducted focus groups with seniors, Spanish speakers and immigrant populations and collected data from Leavenworth County agencies and neighbors. After presenting its findings for the whole project, SWIM worked with Harvesters to finalize a 3-year Operational Plan to help us achieve the main goals identified through the project.

### Goal 1.5

**Distribution Model: Research, evaluate, and implement viable new distribution models to best serve our community members.**

### Highlights:



- **Harvesters added a monthly mobile shopping floor distribution in Topeka for agency partners to increase access to fresh produce.** This is the third mobile shopping floor for Harvesters. The other two are located in Johnson County, Kansas and Clay County, Missouri.

### Strategic Imperative 2:

**Break Down Barriers/Develop Pathways: Work to break down barriers and develop pathways to food security through intentional collaborations, partnerships, and advocacy.**

### Goal 2.1

**Health Care Partnerships: Advance Harvesters' work as a leader, convener, and collaborator on hunger and healthy communities through our collaborations with the health care sector to remove barriers, increase access and increase awareness of resources for the neighbors we serve.**

### FY25 Target:

Achieve a score of 800 in the metric designed to measure the number of active partnerships at various levels (exploring, started, maintained or expanded) and measure the number of coalitions or affiliations Harvesters participates in related to food insecurity as a health issue.

This year, Harvesters:

# 34

Maintained 34 active partnerships.



# 810

Achieved a metric score of 810.

### Highlights:



- Harvesters partnered with the University of Kansas Hospital on a project called KU NOURISH to provide medically tailored food bags to patients who have received transplant or cellular therapy. The study will span five years.
- Harvesters expanded its Give Lunch partnership with Saint Luke's Hospital. The need was identified that neighbors were leaving their hospital stays or appointments and then sometimes going home to an empty or spoiled fridge.
- **A new mobile food distribution was started at Liberty Hospital in Clay County to provide food while also providing wrap around services like blood pressure checks and immunizations.**

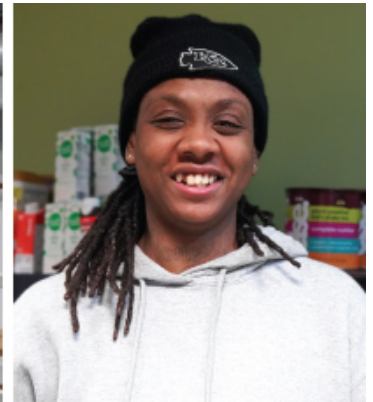
## Goal 2.2

**Amplify Lived Experience Voice:** Elevate and champion the voice of those with the lived experience of food insecurity to gain deeper insight into our community needs and create partnerships.



*"For my savings to disappear and my food budget to go to zero was really, really difficult, but the peace I had was that at least whenever I could get to a Harvester's pantry, I knew I wasn't going to starve."  
- Anna Randazzo, Neighbor*

## Highlights:



- **The Communications department collected lived experience stories from 25 neighbors (of different ages, races and backgrounds) at various partner agencies and shared those through newsletters, emails, website, and social media.**

## Goal 2.3

**Economic Mobility:** Advance Harvesters work as a convener, collaborator, and partner on reducing broader barriers to economic mobility for those who are food insecure.

### FY25 Target:

Achieve a metric score of 325. The metric is designed to measure the number of active partnerships at various levels (exploring, started, maintained or expanded) and measure the number of coalitions or affiliations Harvesters participates in related to food insecurity as an economic mobility issue.

This year, Harvesters:



### Highlights:



- Harvesters launched a new bus stop food distribution in Lawrence in FY25. This was a culmination of a large partnership that took two years of planning. Lawrence Transit wanted to serve their community who utilizes the transportation system and may not have ways of accessing traditional pantries.

### Strategic Imperative 3:

**Engage the Community: Educate, engage, and influence stakeholders to take positive action to advance our mission.**

The Community Perception Index (CPI) measures community response to messages and methods utilized to educate, engage and influence stakeholders to take positive action to reduce hunger and food insecurity.

The index does not intend to measure everything Harvesters does in the community. The components selected to be measured were determined to best capture responses to the broadest calls to action.

**FY25 Target:** 93% of FY24 actual

**FY25 Actual:** 109% of FY24 actual

### Goal 3.1

**Raise Awareness:** Raise awareness of food insecurity, including the social drivers, scope and impact, as well as the role of Harvesters and our partners in addressing it.

Measure	FY25 Actual	FY25 Target
Non-Negative Media Stories	4,407	2,000
Number of Volunteer Visits	59,080	59,075
Number of Website Visits	471,965	330,000
Direct Mail Response Rate	1.7%	2.5%
Food Drive Pounds	1,061,559	800,000
Food Drive Dollars	\$492,030	570,000
Click-through Rate Average for Email Marketing and Fundraising	1.02%	.75%
Number of Monthly Donors	2,098	2,100
Social Media Followers	50,077	47,000
Digital Fundraising Conversion Rate to Online Donations	23%	26%
Dollars Donated Through Register Campaigns	\$743,020	\$616,450

### Highlights:

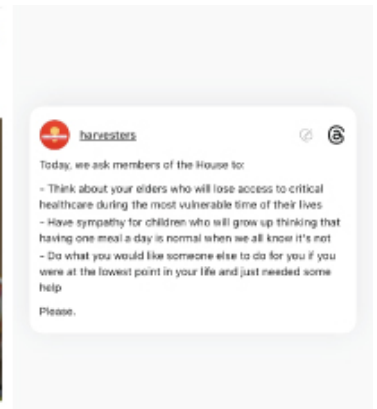


- **Volunteers gave 134,155 hours of service in FY25, an increase of 3 percent over the target.** The hours equate to 64 full-time employees.
- **Harvesters achieved Service Enterprise accreditation in FY25.** This national accreditation is a designation and operational model used to describe organizations that strategically leverage volunteers and their skills to achieve their mission more effectively and efficiently. Only 11% of nonprofits nationwide have this certification. It was achieved after an intensive, year-long process that involved a comprehensive assessment, training and coaching. Re-certification must occur every two years.
- **More than 270,000 pounds of food was picked up by the Barrel Buddies, Harvesters' new group of volunteers.** This represents more than 25 percent of the total food drive pounds. More than 70 volunteers participated in the first year of the program adopting grocery stores and picking up food donations left in Harvesters' barrels. The Barrel Buddy efforts significantly reduced the number of calls from grocery stores advising their barrels were full, got the food to Harvesters sooner and reduced the number of Harvesters' transportation hours needed for food drive efforts.
- Harvesters implemented a Volunteer Policy and Waiver, which clarifies expectations and responsibilities for volunteers, enhances safety protocols and risk management, and ensures compliance with legal and insurance requirements.
- **31,230 Give Lunch bags, 12,697 Holiday Food Boxes and more than 10,519 Healthy Family Meal Kits were donated.** This represents a 73 percent increase in these donations from FY24.

### Goal 3.2

**Deepen Ties: Deepen ties with Harvesters' community members and partners and inspire them to take action to improve food security.**

### Highlights:



- **The Communication Team produced 20 long-form videos and 61 shorter video stories to use on TikTok and Reels in FY25.** The longer-form videos were used on social media, Harvesters' website, e-newsletters, the agency partner intranet and shared with specific donors and the Board of Directors.
- **Harvesters' launched a Spanish version of its main website and increased followers on its Spanish Facebook page 39% above goal to reach 1,323 followers.**
- Harvesters topped 50,000 followers on its social media channels and more than doubled its reach across all channels reaching more than 4.4 million people.





### Goal 3.3

**Give Voice: Engage and mobilize partners to give voice to the scope and impact of food insecurity and join us in advocating for policies and government programs that improve food security.**

The Public Policy Mobilization Index (PPMI) measures the number of people and lawmakers educated about hunger and legislative actions taken.

**FY25 Target:** 100% increase over FY24 actual.

**FY25 Actual:** 222% increase over FY24 actual.

	Measure	FY25 Actual	FY25 Target
	Number of Talks/Tours	3,052	1,900
	Number of People Educated	51,444	51,100
	Number of Legislative Contacts	1,809	1,670
	Number of Advocate Actions Taken	6,721	1,110

### Highlights:



- **Harvesters significantly ramped up its advocacy efforts in the spring of FY25 to coincide with several threats to federal nutrition programs.** A monthly newsletter, called the "Advocacy Beet" was launched that generated an open rate of 40 percent or higher for each issue.

More than 1,000 people and organizations signed on to a letter asking lawmakers not to cut programs. As part of an effort to specifically encourage Kansas Senator Jerry Moran to vote against cuts to the SNAP program, Harvesters launched 2,000 radio ads across 42 stations in Kansas, ran organic and paid social ads and posted a large banner and yard signs in Moran's hometown of Manhattan.

- **Media coverage surrounding the impact cuts to LFPA, TEFAP and SNAP would have on Harvesters, its network and neighbors was large. There were 680 media mentions about Harvesters and SNAP and 89 media mentions about Harvesters, TEFAP and LFPA.** Media attention included two guest commentaries in the *Kansas City Star* submitted by a Harvesters Board Member and Harvesters' CEO.
- While a formal metric to measure engagement from Harvesters' agency partner network in advocacy was not developed during the first year of the Strategic Plan as originally planned, significant foundational work was accomplished. The delay was due to shifting priorities after the pandemic and department leadership changes. Key foundational work includes identifying agencies interested in advocacy, launching an advocacy newsletter, and creating additional opportunities to participate including a sign-on letter effort. Fifty-one partner organizations joined the sign-on letter and 13 Advocacy Newsletters were sent.
- At the state level in the Kansas legislature, there were multiple attacks to nutrition programs not only from the Welfare Reform Committee, but the newly formed Committee on Government Efficiency. While Harvesters fought those bills, we also continued to build our relationships with the administration and the Kansas Department for Children and Families in order to create positive systemic change that would not have to involve the legislature.
- In Missouri, even with Republican super-majorities, some positive SNAP-related bills were introduced. With an early adjournment, no good or bad bills were passed, but harmful administrative choices are still viable options in Missouri while the legislature is not in session.

### **Strategic Imperative 4:**

**Inspire a Culture of Excellence: Create and maintain a culture of excellence by supporting and inspiring highly qualified and diverse employees and board, reflective of the communities we serve.**

#### **Goal 4.1**

**Employees: Recruit, develop and retain a diverse, engaged, informed, skilled and high performing work force that is aligned with our values.**

**FY25 Target:** Regrettable turnover not to exceed 20%

**FY25 Actual:** Regrettable turnover was 7.8%, a 2.2% decrease from FY24.

**FY25 Target:** More than 50% of employees recommend Harvesters as a great place to work.

**FY25 Actual:** 70% of employees recommended Harvesters as a great place to work, a 3% increase over FY24.

## Highlights:



### Recruitment

- Harvesters addressed the challenges of hiring drivers and warehouse staff. Our HRIS system allowed us to communicate quickly and effectively via text messages with candidates. In FY25, Harvesters received quality applicants with the desired experience necessary to be successful with the organization.

### Development

- Harvesters rolled out a Job Shadow program designed to facilitate knowledge sharing, skill development, and cross-departmental collaboration within the organization.
- A 60-Day Check-In to equip newly hired employees with the essential knowledge, skills, and resources needed to excel in their roles was created. This program, which will be implemented in the first quarter of FY26, will build on our onboarding program to create and maintain a culture of excellence.
- Harvesters also developed and rolled out a new Manager Onboarding program.

### Retention/Engagement

- **The Diversity Council set three areas of focus for its first year.**

- **LEARN:** Develop the Council's collective EDI knowledge
  - We heard from a dozen diversity leaders from within the food bank network and a couple from corporate. Each shared their experience and perspective around diversity councils, ERGs and EDI work in general, helping to provide a solid foundation for the Diversity Council members.
- **ASSESS:** Complete an organization-wide EDI assessment
  - Given all the ambiguity in the EDI space with the executive orders and subsequent actions from other organizations, the committee decided the timing was not right for conducting an assessment. Instead the committee shifted focus to creating a new EDI roadmap.
- **FACILITATE:** Create safe spaces after training sessions/webinars
  - The committee hosted two equity exchanges that were well attended by KC and Lawrence staff and attendees were super engaged and expressed a desire to keep the dialogues going.
- **Harvesters provided access to web training modules from CultureAly for staff to deepen their knowledge and understanding of EDI topics.** The organization also partnered with a company called Ally Lab to conduct a series of in-person allyship trainings to help establish allyship as a component of Harvesters' culture.
- Harvesters implemented quarterly all-staff gatherings to provide more dedicated time for staff to engage with each other.
- **Harvesters continued to focus on employee wellness, earning platinum certification from Healthy KC for the second time for innovation and excellence in promoting a culture of health in the workplace.** The Wellness Committee mapped out an indoor and outdoor walking path in Lawrence. This will mirror the path that we have in Kansas City to promote physical activity and mindfulness. The committee also planned activities for Mental Health Awareness Month.
- To better understand cultures that it serves, Harvesters celebrated Hispanic Heritage Month, Native American Heritage Month, Black History Month and Pride Month with education in our weekly Staff Update and small events.
- There was continued intentional focus on internal communications to generate a positive impact on the employee experience. There are several internal communications channels including The weekly Staff Update, Monthly Leadership Team Newsletter, and Striving TV digital screens in the employee break room to name a few. The Staff Update average open rate was 71% (holding steady from FY24). The monthly Leadership Team Newsletter had an open rate of 71% (increase of 1% from FY24).

**Goal 4.2 Board: Recruit, develop and retain mission-driven, engaged and diverse board members who broadly represent the community we serve, who commit to providing the highest level of effective and efficient governance.**

**FY25 Target:** 107% increase of FY24 actual.

**FY25 Actual:** 153% increase of FY24 actual.

	<b>Measure</b>	<b>FY25 Actual</b>	<b>FY25 Target</b>
<b>Governance</b>	Percentage of Board members who attended 75% of Board meetings	<b>75%</b>	<b>100%</b>
<b>Leadership</b>	Number of Board members making: a financial donation, advocacy contacts, media interviews, donor cultivation or solicitation, and participating in Harvesters' events as part of the program (not just attending). Each incident is counted.	<b>183</b>	<b>80</b>
<b>Presence</b>	Number of Board members attending Harvesters' events. Each attendance is counted.	<b>46</b>	<b>50</b>
<b>Connections</b>	Number of connections made by Board members. Number of individuals connected is NOT counted. We will count the number of times a connection is made.	<b>189</b>	<b>25</b>

### **Strategic Imperative 5:**

**Sustain Operational Excellence: Drive organizational excellence in all areas of business and stakeholder operations to further the mission, sustainability, and overall success of the organization.**

#### **Goal 5.1**

**Financial Stability: Ensure our fiscal sustainability through diversified revenue streams and sound financial management to accomplish our mission.**

**FY25 Target: Unrestrictive Private Support: \$18.5 million**

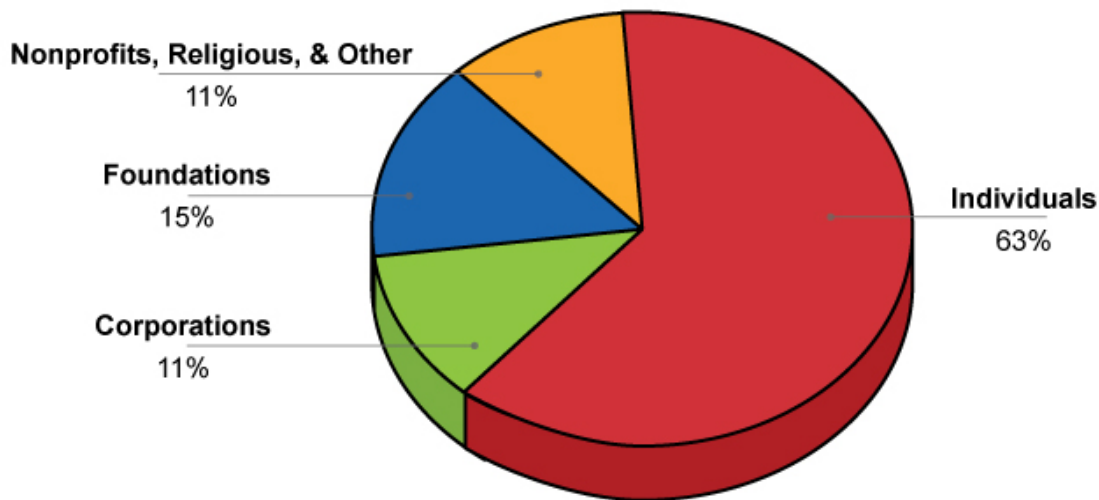
### Diversified revenue streams:

Harvesters continues to receive income from a variety of sources. The vast majority of our revenue comes from the support of our community. Individuals, businesses, foundations, churches, and other organizations give generously to fight food insecurity. In addition to donations, Harvesters also receives revenue earned from operating government programs. And lastly, Harvesters earns a small amount of miscellaneous revenue and investment income.

### Unrestricted Financial Results:

Unrestricted Private Support	\$18.5M
Unrestricted Government Revenues	\$6M
Revenue and Investment Income	\$975,000
Total Unrestricted Income	\$25.5M

### FY25 Private Support Actuals:



### Highlights:



- **Giving by individuals continues to be the largest source of gifts to Harvesters, consistent with national trends. There were 52,928 individual gifts in FY25 with an average gift of more than \$217.**
- Fund Development took several steps to enhance digital technology to improve donor experience and convenience. The online digital wallet was expanded to add Google Pay, Apple Pay and Venmo resulting in \$40,000 in donations. TipTaps were purchased to replace Dip Jars for easy off-site donating and have proven more successful. Engaging Networks was selected as a new platform to enhance email communication, and a software called ThankView was implemented to increase stewardship with major donors and is already seeing much more engagement with donors.
- **Harvesters brought back its Food 4 Thought event series in FY25 hosting two events.** The first event featured a panel of local nonprofit leaders working in the food insecurity sector to discuss their ongoing work. The second event was held in Lawrence and focused on women leaders working in the food insecurity sector through different avenues in celebration of Women’s History Month.
- **Harvesters' main fundraising event, Festival, was a big success due to the addition of a honorary chaircouple, Dennis and Cindy Rodenbaugh. The event was projected to generate a gross amount of \$500,000 and came in at \$871,205. This was 74 percent over goal. Included in this total is Fund-A-Need, which raised more than \$224,000.**
- **101 grants were submitted in FY25 receiving a total of \$2,476,228 in funding.** Among the new funding relationships established was Deffenbaugh. Harvesters was awarded a \$35,000 grant in support of general operations.

## Goal 5.2

**Operational Health: Sustain Harvesters’ culture as a highly sound, transparent, and compliant organization.**

Regulatory Compliance Index FY25 Target: 100% yes answers

Measure	Yes/No
AIB audit - passing score attained	Yes

<b>Independent audit</b> - unmodified opinion issued and free of material weaknesses and significant deficiencies	Yes
<b>403b plan audit</b> - unmodified opinion issued and free of material weaknesses and significant deficiencies	Yes
<b>Feeding America network standards review</b> - free of any significant findings	Yes

- **Harvesters' Lawrence facility received an AIB score of 960 and Kansas City received a score of 930. Any score above 900 is considered outstanding.**
- Harvesters engaged in disaster response work by distributing 211,702 pounds of food, water and cleaning supplies to partners impacted by disasters.
- Harvesters passed its annual Missouri and Kansas Worker's Compensation Audit and an outside vendor conducted an I-9 audit.
- **Feeding America's Network Standards Review of Harvesters was completed In FY25 with final comments acknowledging we are doing outstanding work.** The in-depth review of all key areas of our work as a food bank included both resources and operations. The on-site process occurred over a week, but there was also extensive work in sharing documents, plans, policies, work plans, and audits, well in advance of the on-site review. The on-site review included a series of meetings with the Senior Leadership Team as well as many other staff at Harvesters.
- **Risk management is an ongoing organizational practice, with significant work completed during the 3-year strategic plan.** Harvesters' safety and security committees regularly conduct root cause analyses and implement corrective actions. We undergo a full independent audit that reviews risks and controls over inventory and finances. We also maintain a cyber liability policy that enforces strong risk mitigation standards for our network.

In parallel, the formal ERM update process is underway in earnest: we revisited risks identified in the prior assessment, updated them to reflect current conditions, and surfaced new risks aligned with today's evolving landscape. These risks are being systematically scored to continue sharpening the focus of mitigation efforts. The updated ERM summary will be presented to the Board in early FY26.

### Goal 5.3

**Infrastructure: Ensure Harvesters' supporting infrastructure - people, equipment, systems - are aligned with strategic goals to support current and future needs.**

### Highlights:



### Operations:

- Harvesters intentionally dedicates a significant amount of money (\$1 million or more) each year to invest in new equipment and into the building infrastructure of its two facilities.
- A long-time donor to Harvesters, Dr. John Mitchell, donated \$60,000 to purchase a new sprinter van for Food+ food deliveries. Dr. Mitchell came to see the van after it was wrapped in Harvesters' branding.
- In Kansas City, Harvesters leveled a sinking floor in the Volunteer Engagement Center to improve some erosion issues. The roof on the west side of the building was redone. New racking in the freezer brought many efficiencies to processes. And, upgrades were made to the Shopping Floor, bathrooms in that area, and flooring in the agency entrance.
- One outdated piece of warehouse equipment and five outdated trailers for transportation were replaced.

### Communications:

- Harvesters' Communication Team designed and coordinated the production/installation of a monument sign, directional signs, permanent entry signs, and multiple window and wall decals for the new Lawrence facility. The project also included coordinating and planning a landscaping and lighting solution for the monument sign.

### **IT Systems Management/Communications Improvements:**

- Expanded Userway accessibility features on Intranet, including contrast views, a screen reader, and translations.
- Replaced ADP time clock and implemented barcodes to eliminate multiple badges for staff.
- Created an Emergency Documentation Library on Intranet for the Security Committee. The library includes emergency contacts, a response plan, a disaster plan, and an incident report form.

### **IT Network Infrastructure, Security, and Risk Mitigation:**

- As part of our ongoing Disaster Response and Business Continuity planning, Harvesters installed two new servers at our Lawrence facility. These failover servers are part of Harvesters' DR Strategy and allow systems to remain operational in the event of a physical failure of a server.
- A new failover firewall was installed in our Lawrence facility. This allows systems to remain operational in the event of a physical failure of the firewall.
- Completed a migration from our Meraki VPN to WatchGuard. This allowed implementation of a multi-factor authentication for all remote users.
- Harvesters conducted an internal vulnerability assessment to maintain network security and mitigate vulnerabilities. Several changes are being implemented as part of the assessment, including automated patching and reboots of servers, upgrading the hosting and management software of our phone systems, retiring servers, and eliminating outdated protocol support when possible.
- Expanded Huntress endpoint detection and response to include all servers, laptops, and PCs.
- Implemented a new cybersecurity training software, Breach Secure Now. Staff completed an initial cybersecurity assessment and will complete weekly training, monthly phishing tests, and a yearly cybersecurity test moving forward.
- Installed four additional wireless access points and rewired part of the KDC as part of our wireless network improvements for Kansas City and Lawrence
- Configured and deployed Immybot, a multipurpose automation tool used to facilitate standardized deployment setup for laptops and desktops.

### **Facility/Security Systems:**

- Replaced the surveillance system in Kansas City. The new system allows for more views with fewer cameras and enhanced exterior security features, and alerts for intrusion.
- Replaced the access control system in Kansas City including software, upgraded panels and badge readers. The new software has the capability of a remote management application.

### **Data/Business Applications:**

- Imported Advocacy & Census data into the Data Warehouse where reporting can then be built and information used for Advocacy.
- Completed the upgrades of our AGI Warehouse Management system used for picking and shipping agency orders. The upgrade improves the speed and accuracy of the communication of data between the ERP Navision Ceres and the Warehouse Management System (AGI).
- Coordinated the implementation of the Feeding America platform Meal Connect into our agency network in August 2024. This web-based platform allows agencies assigned for direct pickup and distribution of products from both national and local retail grocery stores to record the pounds they collect from these sites easily. This data is imported and processed daily into our ERP data system, allowing for accurate recording of donated products to our retail partners and Feeding America.
- Collaborated with NVision to design and develop a new web services platform that supports collecting information on CSFP distributions. This replaces the existing CSFP application, which was reaching end-of-life capacity and usage. Agencies can now record boxes distributed to their sites easily, and the platform provides the ability to build additional reporting and statistical information. Implementation is expected in the first quarter of FY26.

### **Human Resources:**

- Harvesters outsourced leave management to improve efficiency and consistency in handling employee absences. A Transitional Duties Program was implemented to support employees returning to the workplace after work comp leave, and we introduced a staffing company certification process to ensure quality and compliance with our staffing partners.
- A Committees page was developed on CORE to increase transparency and make it easier for staff to learn about and engage with internal committees.

- A Language Stipend Program was implemented to compensate multilingual employees who use their language skills to better serve our neighbors and volunteers whose primary language is not English.

#### **Finance:**

- **Staffing:** Harvesters deliberately aligned Finance staffing with long-term needs by focusing on professional accounting roles and scaling back administrative support positions. A national network survey conducted last year confirmed our Finance staffing levels are meaningfully lower than those of peer organizations. Even so, the team delivers consistently strong outcomes, including clean audits, precise tax reporting, and strong compliance performance. Finance team members are deeply experienced professionals, which enables the department to remain both lean and high-performing. That said, some team members do experience periods of real pressure. The team is actively addressing this through workload balancing and by expanding the use of automation and technology tools, as outlined in the next section.
- **Technology:** According to last year's peer survey, Harvesters' Finance function uses significantly more automated tools than other organizations in the network. This has supported both accuracy and efficiency. However, the nonprofit sector continues to trail the private sector in adopting advanced financial technologies like robotic process automation and AI. A dedicated FY26 budget line has been established to begin closing that gap.
- **Expert Advisors:** The organization has built and sustained strong relationships with a team of expert advisors—auditors, tax consultants, compliance specialists, and bankers—who enhance capacity and bring specialized expertise. These partnerships have been cultivated over time through consistent engagement and investment.

## Leadership Development/Involvement and Recognitions



**Stephen Davis**  
President and CEO

Stephen serves on the following in representation of Harvesters: Feeding America National Council Member (NAC) - Mountain Plains Region; Vice Chair of the Mountain Plains Feeding America Region; Co-Chair of the Feeding America Disaster Services Advisory Council; NAC Liaison of the Feeding America Neighbor Access and Experience Council; Member of the Feeding America Carbon Offset Task Force; and Member of the Feeding America Technology and Data Advisory Council. Stephen also serves on the board of directors for Feeding Missouri.

He was a speaker at the Feeding America Annual Conference and the Feeding America Finance and HR Conference. In addition, Stephen has been involved in ongoing meetings with fellow CEO's through Nonprofit Connect and in a regional CEO collaborative.

He continues to be involved in the Blue Valley Industrial Council and Kansas City Industrial Council groups.



**Monic Houpe**  
Chief Operating Officer

Monic represents Harvesters on the Feeding America Mid-West Disaster Preparedness Cohort (Missouri, Kansas, Arkansas, Oklahoma, Nebraska, Iowa), Operations Technology Consortium (OTC), COO Round Table, and Women in Operations group. She also serves on the Kansas City local VOAD, Kansas VOAD, and Blue Valley Industrial Association. Currently, she serves on the board of directors for Reconciliation Services and is the Executive Sponsor of Harvesters' Diversity Council.



**Robin Potts**  
Chief Financial Officer

Robin continues to serve on the Feeding America Financial Leaders Steering Committee, the only finance-focused committee in the Feeding America network. She taught a workshop to colleagues this year on federal funds management, and she served on a subcommittee to support Feeding America's Carbon Task Force.



**Elizabeth Keever**  
Chief Resource Officer

Elizabeth completed her term on the Board of the Lawrence Community Shelter. She currently participates in Feeding America's Government Relations and Fund Development Committees.



**Angela Holcomb**  
Chief Human Resource Officer

Angela is a member of SHRM, SHRM-KC, HRCI and is Past-President of Human Resource Forum. As a member of the Feeding America HR Council, Angela has been the chair and co-chair of the Excellence in Finance & Human Resources Convening and is currently working on two HR Council subcommittees focusing on branding and engagement.

**Kevin Martin**  
Director of Operations

Kevin is on the board of the Blue Valley Industrial Association. He is also a member of the local VOAD committee.

**Paula Pratt**  
Director of Community Engagement

Paula serves as Secretary of the Metropolitan Community Service Program Advisory Board (part of the Kansas City Crime Commission) and is a member of the Retail Grocers Association.

**Sarah Biles**  
Director of Communication

Sarah serves as President of the Board for the Greater Kansas City chapter of PRSA (Public Relations Society of America).

**Noreen Zahner**

Director of Quality Assurance

Noreen serves on these Feeding America committees: Operations Technology Consortium (OTC), Ceres Advisory Team (CAT), Agency Web Portal Advisory Team, and Data Sharing Pilot Cohort.

**Jerry Parrish**

KDC Director

Jerry is a member of the Kansas VOAD (Voluntary Organizations Active in Disaster) and Shawnee County Regional VOAD. He is also a part of the Feeding America Cohort working to build a More Resilient and Disaster-Ready Midwest Region of Food Banks.

**Jury Paulson**

Director of Community Impact

Jury serves on the Johnson County Food Policy Council. Jury is a member of the Army National Guard and a member of the Kansas City Centurions program with the Kansas City Chamber of Commerce.

**Brian Fry**

Director of Food Sourcing and Inventory

Brian is part of Feeding America's Protein Pack Room Cohort, serves on the Harvesters Wellness Committee and is a Member of RGA (Retail Grocers Association).