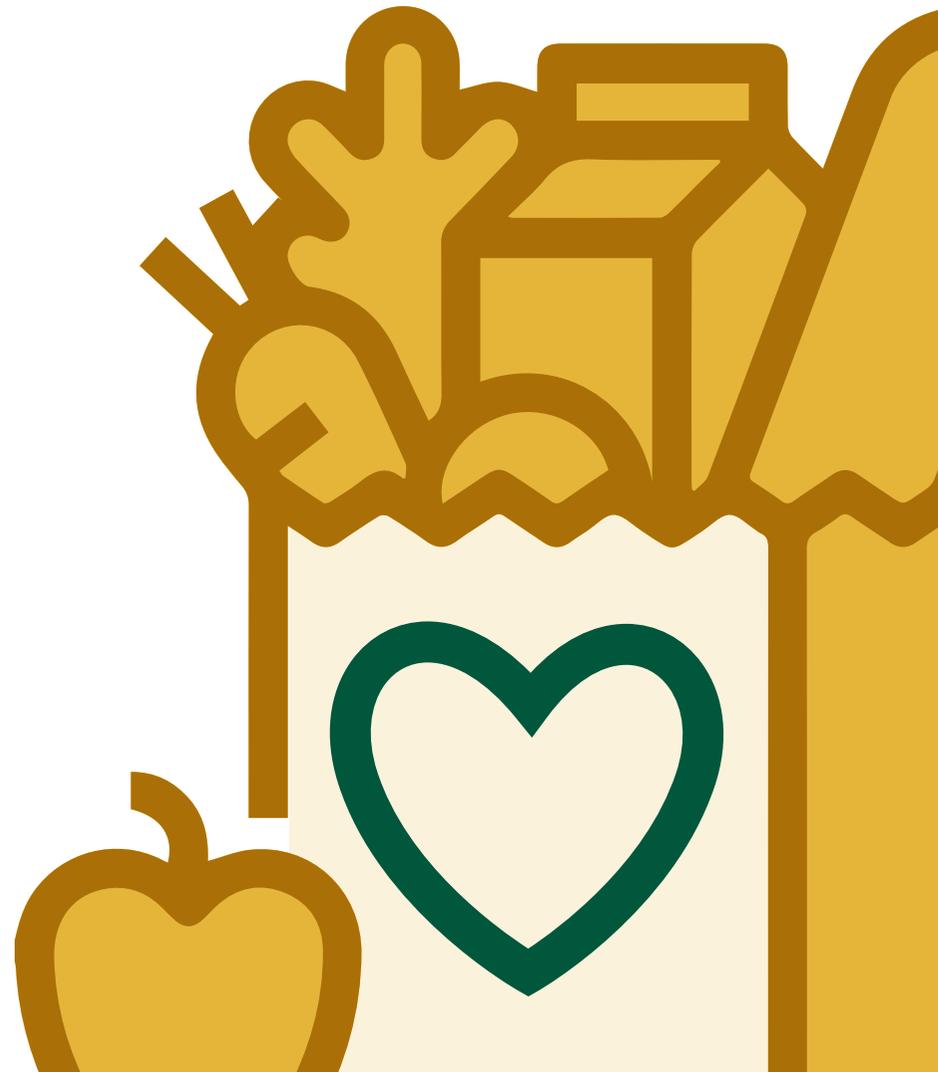


# Solutions That Nourish





# TOGETHER, WE V HUNGER AND FO IN METRO DETRO

Think about it: a community where no one goes hungry. Forgotten Harvest's bold vision isn't a daydream. It's a powerful reality in the making. The solutions necessary to achieve this goal are within reach. Forgotten Harvest has the expertise and we hope you will join us.

At this moment, more than 700,000 children, adults, and seniors in our region struggle to keep food on the table. That is one in six individuals. They are the friends and neighbors living right in our communities. Circumstances like job loss, underemployment, divorce, and illness, mean people face a constant

battle for healthy nutrition. In a nation that produces more food than it can hope to use, hunger should be history.

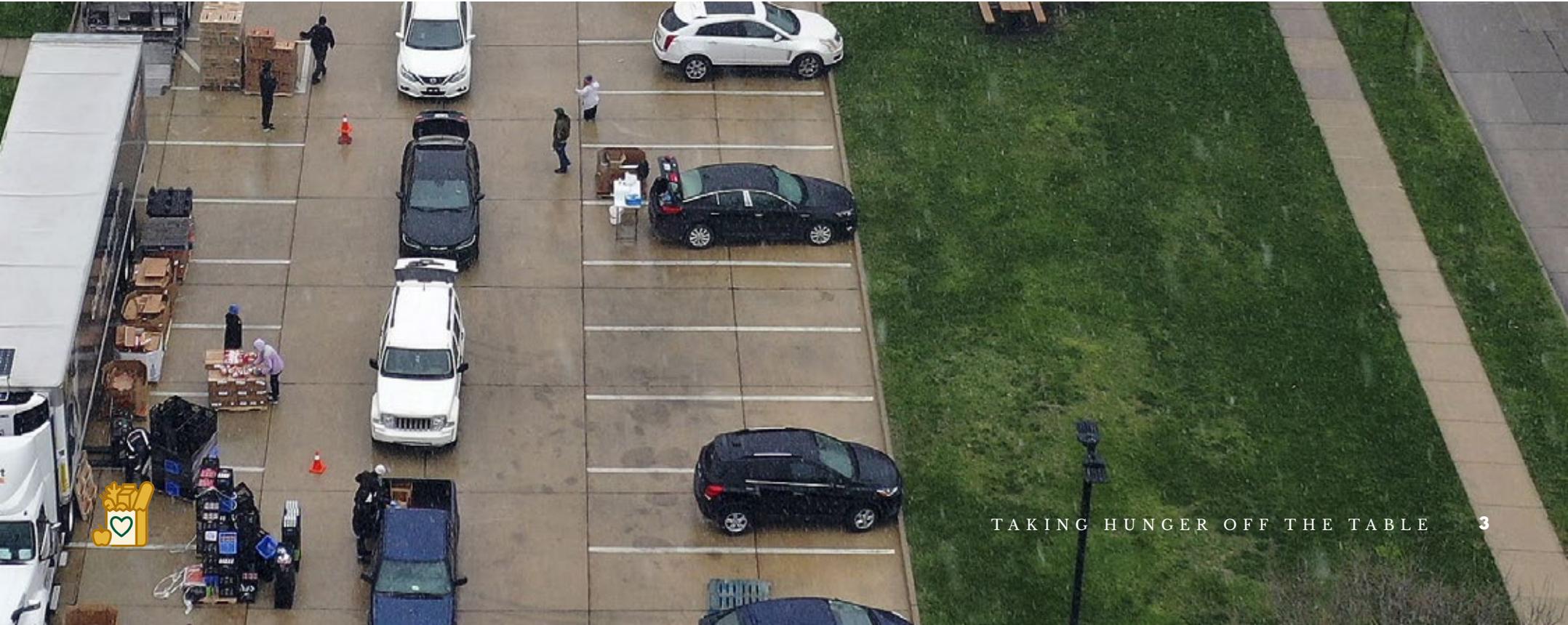
Staying sufficiently fed shouldn't require choosing food over other necessities like medicine, shelter or utilities. But on a daily basis, it means just that for so many we serve. We have a plan to solve this imbalance. It requires decisive action and involves rethinking what it means to address hunger in a way that doesn't just fill calorie deficits but delivers complete nutrition.

Over the past decade, Forgotten Harvest's annual distribution more than tripled from

12.5 million pounds in 2009 to 45 million pounds in 2020. As we have studied current and emerging needs in the community, we have seen that hunger won't be solved through rescued food volume alone. Instead, we are committed to providing the **Right Food** to the **Right Place** in the **Right Quantity** at the **Right Time**. And we'll do it to deliver solutions that nourish.

**Continue reading to see how we'll accomplish this goal. ►**

# WILL SOLVE FOOD INSECURITY BIT.



## TO OUR FRIENDS

**Forgotten Harvest has grown dramatically in over 30 years. As we have scaled, we have kept sight of our core mission. We have reached this milestone anniversary with our heart intact. Maybe that's because our work keeps us close to the ground.**

We know the challenges faced by the neighbors we serve. We know the desperation of parents who try so hard to provide for their families and yet still come up short. We see circumstances that are unfair, unjust, and unimaginable. Still, we return to our task day after day. We live and work for an ideal that truly makes a difference in the lives of the people in this region.

Forgotten Harvest's mission is more critical than ever. We provide fresh and nutritious food to families in need, free of charge. As Michigan changed to prevent the spread of COVID-19, Forgotten Harvest leapt into action to protect children, families, and seniors by delivering food in the safest and most effective ways possible. Our strong logistics have enabled us to distribute millions of additional pounds of emergency food since the pandemic first reached southeast Michigan.

The economic impact of this historic public health crisis has drastically increased the number of people facing food insecurity in our community. In April 2020, Michigan's unemployment rate soared from 4% to as high as 22.7% — surpassing Great Depression levels. The demand for food assistance is expected to remain high for the foreseeable future.

Forgotten Harvest's 2018-2022 strategic plan set the stage for the evolution and innovation you'll see on the pages ahead. This plan enabled Forgotten Harvest's rapid changes to address COVID-19, which further reinforced the priorities in the plan.

**When we successfully complete this campaign, our organization will be positioned to have an even greater impact through a food security network that ensures convenient access to a nutritious mix of food shaped by the insights and experiences of our customers. We are, and will continue to be, food-focused and human-centered. Our efforts won't just feed, they'll nourish.**

Lead gifts pledged to date mean we are more than 60% of the way to our campaign goal. Please consider how you will support Forgotten Harvest's vision — over and above your regular annual giving — because you care and because you can.

Sincerely,

*Forgotten Harvest Team and Board of Directors*



## MOBILIZING DURING COVID-19

*Volunteers help distribute emergency food at one of many weekly mobile pantry sites.*



WHAT WE WILL DO

RIGHT FOOD.   D.  
RIGHT PLACE.  CE.  
RIGHT QUANTITY.  ITY.  
RIGHT TIME. 

## HOW WE WILL DO IT

To increase our community impact and create an enhanced, more sustainable food security network that provides nutritional food equity, we are focusing on four key priorities:



### Access

We will optimize locations for emergency food distribution, guided by Forgotten Harvest's Food Insecurity Index, to serve metro Detroit neighborhoods with greatest unmet need.



### Supply

We will consistently distribute the nutritious food we rescue to clients at partner locations and expand the quantity of food to help address food insecurity for thousands more in metro Detroit.



### Knowledge

We will increase acquisition and use of data to identify opportunities, define actions, and evaluate effectiveness, along with qualitative input from our customers.



### Heightened Community Awareness

We will enhance collaboration with community partners to address the barriers causing food insecurity and resulting personal stresses.

Forgotten Harvest's strategic goal drives a set of operational goals that inform our vision and direction:

- Become more efficient and effective
- Complete a new food distribution warehouse and campus
- Develop more funding and resources to support our services
- Enhance marketing and communications to strengthen our brand
- Optimize partnerships
- Enhance human resources to ensure fairness and equity



### USDA NUTRITION PLATE

*Forgotten Harvest can maximize its food rescue and distribution model to achieve this goal.*



## CRITICAL NEEDS

### FOOD DISTRIBUTION

Since 2007, Forgotten Harvest's service to the community has grown exponentially. In fact, over this period, our rescued food volume has more than quadrupled. Our current facility is a 30,000 square-foot building that was outfitted to accommodate 35 million pounds per year. A recently completed organizational assessment that considered community mapping, logistics, and facilities confirmed our true community need is closer to 70 million pounds per year. Critical space and functional constraints are inhibiting our ability to scale and meet higher levels of need. Our current building cannot be further optimized to align with our community need. Warehouse and processing space creates a bottleneck for throughput and volunteers. Specifically, we experience the following challenges:

- Congested handling
- Inadequate cold storage capacity for peak season and community demand
- Limited dock capacity
- Not enough parking for our entire fleet of vehicles
- Limited program flexibility
- Limited ability to manage product consistency
- Food donations are being turned away due to a lack of warehouse space

### PROGRAMS AND LOGISTICS

While Forgotten Harvest carefully tracks the quantity of food rescued and distributed, we do not know the exact number of customers we serve, their demographics, or their needs — including dietary concerns. We've begun capturing data and deploying our Link2Feed cloud-based system to partner agencies. However, our programs have limited ability to evolve until our facilities and logistics are updated and reflect our new focus on customer insights. As we move into our next decade of service, Forgotten Harvest must make a profound shift from reactionary food rescue (chasing food as it's available) to strategic food rescue (securing food and allocating it based on verified patterns of need by location). Specifically, we observe the following challenges:

- Continually underserved communities
- Wide variations in our food distribution mix both by rescue route and in supply chains
- Inconsistencies in product mix
- Far exceeded capacity for warehouse, docks, office, and parking for staff / volunteers
- Truck loading capacity is not maximized because routes are not synced to community needs
- Capacity constrains our ability to optimize distribution based on customer insights and demographic data

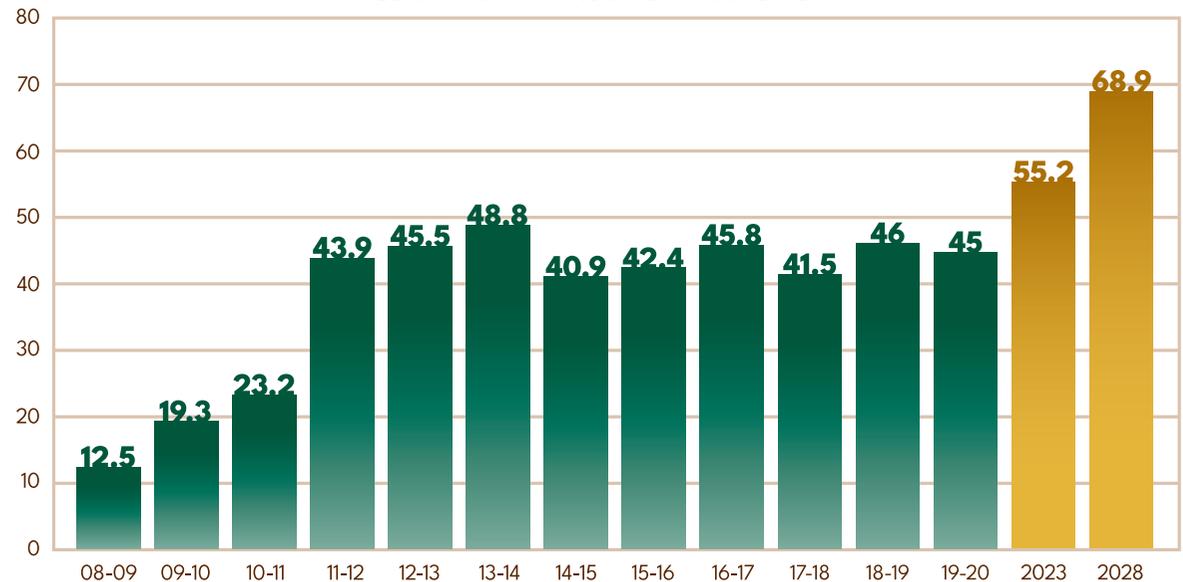
## SOLUTIONS

To meet these critical needs and scale to the level of service metro Detroit requires, Forgotten Harvest must construct a new, purpose-built, 78,000 square-foot facility on 8 Mile Road in Oak Park. This new headquarters will enable us to: **1) provide a healthier, more nutritious mix of food for food-insecure families and seniors; 2) increase distribution to underserved communities; 3) improve service, quality, and reliability to partner agencies; 4) provide a more equitable distribution to food-insecure residents in our community; 5) enhance our volunteer experience and make more efficient use of our volunteer support; and 6) unify our staff team under one roof.**

- Innovative warehouse to accommodate all rescued food for sorting and redistribution
- Multiple sort lines to create greater throughput and additional volunteer opportunities
- Expanded truck docks — from 2 to 15 — and parking to accommodate our entire fleet, all staff, and 200 volunteers
- Enhanced food rescue container system to increase truck utilization
- 90 million pound capacity — growing to 55 million pounds by 2023 and 70 million pounds by 2028
- Logistics hub merging warehouse and grocery rescue supply chains to increase our capability to build a nutritious plate by up to 90%
- Future nutrition gains up to 260% by expanding other resources to supplement the commodities we already receive

### Rescue Volume Growth

MILLIONS OF POUNDS PER FISCAL YEAR



## ENVISIONED FUTURE

Forgotten Harvest will utilize the new food distribution warehouse and campus to increase the volume of its food rescue to address the projected needs in our community for decades to come. More importantly, we will set a new standard for nutrition. The food we provide will be consistently balanced, fresh, and equitable — just like the meals our supporters prepare for themselves.

We will focus on the health and well-being of our customers in ways that were previously impossible. Technology will enable us to connect with the hungry in more personal ways — matching resources to the specific needs of households. We will use customer profiles to help agencies better understand and serve their neighborhoods. We will use data and real-time analytics to identify hunger trends and pockets of need before they can spike to severe levels.

Our volunteers will be more closely tied to Forgotten Harvest's mission. They'll be greeted by an inviting, efficient, and environmentally friendly warehouse in which to work. Not a minute of their time will be wasted. As we enhance the experience for our volunteers, they'll become even more vocal advocates for neighbors facing food-insecurity. Our community will become more loving and caring as it grows in empathy and compassion.

Our rescue fleet will become more efficient, saving fuel costs and lowering our net environmental impact. Our operations and logistics will become more green and sustainable, fully in-line with our mission to reduce waste.

Forgotten Harvest will be the preferred non-profit employer. Our team members will know they are valued and will have generous opportunities for professional growth and development. Every child, adult, and senior who needs food in our community will have it in full supply. We will eliminate the worry and stress associated with chronic hunger. Forgotten Harvest will take hunger off the table in metro Detroit.



### COMMUNITY

- Healthier and more nutritious mix
- Increased presence in underserved communities
- Enhanced volunteer experience
- Improved service, quality, and reliability to partners
- Equitable distribution of food to the community



### RESPONSIBILITY

- Improved fleet utilization – more food per mile driven
- Further maximize impact per donor dollar
- Fully leverage demographic data to end food insecurity
- Maintain environmental awareness and sustainability efforts



### CAPACITY

- Improved volunteer utilization, retention, and capacity
- Increased food distribution volume
- Retaining rescued food in the local community





## WHAT MAKES US UNIQUE

**FOR CLIENTS AT CRITICAL RISK OF HUNGER IN METRO DETROIT, FORGOTTEN HARVEST IS THE ONLY NON-PROFIT ORGANIZATION THAT USES ADVANCED LOGISTICS TO RESCUE SURPLUS, HIGHLY PERISHABLE, NUTRITIOUS FOOD FROM RETAILERS, DISTRIBUTORS, AND GROWERS, THEN SHARE IT FREE OF CHARGE WITH A COMPREHENSIVE NETWORK OF FOOD PANTRY AND SHELTER PARTNERS.**

### **We are food rescue, not a food bank.**

All of Forgotten Harvest's services are provided free-of-charge to our network of over 800 food donors and more than 250 distribution partners. We've never charged for food and we never will.

### **We use technology to work smarter.**

Our client data system, Link2Feed, registers food recipients through 150+ partner agencies. Technology allows us to track the time and location of need with greater accuracy.

### **We are exceptionally efficient.**

Each year, we distribute over 45 million pounds of food with an average cost to our organization of .19 cents per pound compared to the Feeding America network average of .30 cents per pound.

### **We multiply compassion.**

Donors who want to help people in need can make maximum impact by giving to Forgotten Harvest. Each \$1 donated becomes \$7 worth of groceries — enough food for four meals.



**Forgotten Harvest will be the national model for solving hunger in a community.**

## HOW WE'RE SOLVING HUNGER

We work at the intersection of two important issues facing society today: food insecurity and food waste. Each year, at least 41 million people in the United States lack the resources to supply themselves with sufficient food. At the same time, 70 billion pounds of food is wasted — meaning it is produced or harvested, left uneaten and placed in a landfill because of failure to sell, supply chain inefficiencies, or spoilage.

We innovate by closing the gap between excess capacity and product in the agricultural and food systems and people facing food insecurity. In effect, we use the second problem to solve the first one.

Forgotten Harvest's mission invites innovation. We apply creative thinking to the challenge of hunger. This is through a culture of continual self-improvement. We keep a steady eye on community needs to see where we can improve. We make the most of our resources to ensure we have the greatest impact.

In recent years, we secured a planning grant from the Kresge Foundation that was used to complete a food need mapping study in partnership with Data Driven Detroit and Loveland Technologies. The study is ongoing with updates scheduled for 2021 and 2023. The data we collect and analyze allows us to discover pockets of unmet and evolving need and promptly allocate resources to relieve them. Our investment in this technology is painting a clear picture of where we need additional network partners ready to distribute food.

Many organizations use volunteers but Forgotten Harvest integrates them with our operations to amplify the bandwidth of our paid staff. In a typical year, volunteers provide over 54,000 hours of service. They donate their time to help in the warehouse, at the farm, and at pantry distributions. Volunteers enter data for our Link2Feed insights software and coach partner agencies on its use.

We also grow our own food to complement what is available from donated sources. Farming permits us to supplement the healthy food that we rescue and gives us a base amount of fresh food we can count on, regardless of changes in what is available through our rescue routes.



## Forgotten Harvest Farms

Situated on nearly 100 acres north of Detroit, Forgotten Harvest Farms plays an increasingly important role in fulfilling our mission. This resource was made possible by the Moroun Family. As we refine our focus to provide food that is nutritious and well-balanced, our farm facility keeps the emphasis on freshness and reliability.

Since 2013, we have grown and harvested 6.1 million pounds of produce. Growing our own food allows Forgotten Harvest to be thoughtful and strategic. Many of the best foods we have to offer our recipients are cultivated from the earth using sustainable growing methods.

Our farm program ties us back to our environmental roots. We all view food differently when we have a connection to its source. And Forgotten Harvest Farms creates volunteer opportunities that allow interested groups and individuals to quite literally get their hands dirty as we work to end hunger in metro Detroit.



# From its humble beginnings, Forgotten Harvest has grown to become one of the largest food rescue operations in the nation.

“We help simply because we can. We each do merely what is possible.”

**NANCY FISHMAN | FOUNDER**



Nancy Fishman | Founder



Kirk Mayes | CEO

## History

Dr. Nancy Fishman has been celebrated by many names throughout her career... visionary, maverick, philanthropist, and humanitarian to name a few. But to the Forgotten Harvest family, she's simply this: founder.

In 1990, Dr. Fishman took to heart the classic John Wooden quote, “Don’t let what you cannot do interfere with what you can do.” Nancy started lean and smart. In fact, the earliest days of our organization amounted to little more than one very determined woman rescuing and distributing food from the back of her Jeep.

But why did she do it? What was her motivation? During a difficult time in her life, when she needed food, Dr. Fishman made a commitment to help others in need once she was able. She started by rescuing food from local events and religious celebrations.



Pre-COVID photo

“Forgotten Harvest effectively maximizes the impact my donation can have by helping feed the greatest number of people in need in our community.”

**BRUCE NYBERG | LEGACY DONOR AND VOLUNTEER**

## WHAT WE'VE LEARNED

Forgotten Harvest is committed to learning. We strive to get things right the first time. We capture insights and learn from our experiences so we can apply them to our efforts the next time around.

After three decades, we've come to know the difference between *what works* and *what works best*. During the COVID-19 pandemic, we've leveraged our ability to learn and adapt. For example, pivoting to a distribution model using pre-packed boxes at outdoor locations enables us to distribute food safely.

Expanding our knowledge base is how we remain a leader in our field. Sharing what we know — keeping things open source — is how we resource other non-profits interested in health, recycling, and sustainability. Here are the key learnings that influence our work:

### Need is a constant.

No matter how the economy or unemployment rate may look, there will always be a surprising percentage of the population that needs our food.

### Doing good isn't good enough.

Social problems are big and complex. Solving them in meaningful ways requires specific expertise. For Forgotten Harvest, this looks like gathering or producing fresh, healthy, and nutritious food, then sharing it equitably.

### Nutrition matters over volume.

Some rescued foods may not serve the interests of the hungry. We strive to provide a nutritious mix at every distribution site.

### Collaboration is key.

Food rescue requires a robust network. What we can accomplish together is vastly greater than what any agency can do on its own.

### Hunger is a solvable problem.

In our lifetime, we can end hunger and food insecurity in metro Detroit. The capacity and supply exist. We simply have to harness them in the most efficient ways to benefit our customers. It's urgent to do this now because need is growing.

### Metro Detroiters are generous.

This region is home to some of the most giving people in the world. People here know the value of a dollar and are ready to contribute when friends and neighbors face difficult times.



“

I don't know of another organization that is more innovative, more efficient, more spirited, more creative and determined to really meet the hunger need of our greater community. This project will make it all the more possible for Forgotten Harvest to keep meeting this need.

KATE MARKEL | PRESIDENT, MCGREGOR FUND

## CAMPAIGN GOAL

# \$17,000,000

*Over and above regular giving through January 2025*

## PROJECT BUDGET

Land Acquisition	\$	1,304,439
Architects and Engineers	\$	193,100
Construction	\$	13,183,507
Equipment and Furnishings	\$	1,082,913
Owner's Costs and Project Management	\$	1,285,301
Contingency	\$	934,937

**Total Development Cost** **\$ 17,984,197**

5-Year Operational Sustainability Fund **\$ 1,000,000**

*Secures annual budget during a transitional period*

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**TOTAL INVESTMENT\*** **\$ 18,984,197**

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\*Other Revenue – Forgotten Harvest **\$ 1,984,197**

*as of 2/22/21*

## CONSIDER YOUR COMMITMENT

The *Solutions That Nourish Campaign* challenges donors to do something extraordinary: give over and above your regular level of support to Forgotten Harvest for a period of three to five years. We are sharing the details of this campaign so you can consider your ability to give in light of the impact you can make to end hunger in our community.

Completing our vision requires equal sacrifice, not equal gifts. We can't all give the same amount, but we can all sacrifice in the same way to ensure food is available for neighbors who need us.

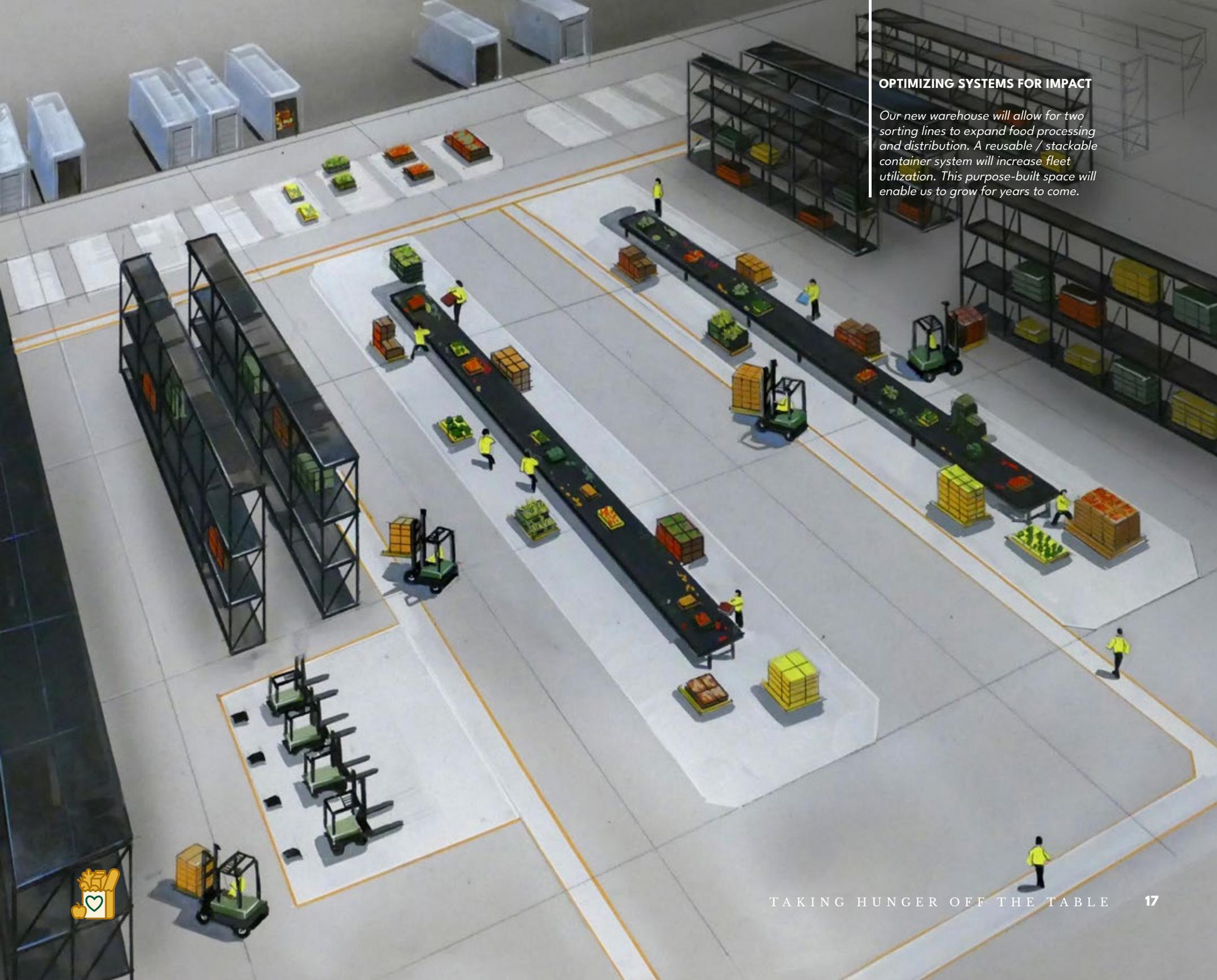


Pre-COVID photo

# 66

Thank God for Forgotten Harvest. Without the food they provide each week, we would be facing a whole lot worse. Many families would go hungry.

**PASTOR YVETTE GRIFFIN | PILGRIM BAPTIST CHURCH DETROIT**  
 PANTRY DIRECTOR



## OPTIMIZING SYSTEMS FOR IMPACT

*Our new warehouse will allow for two sorting lines to expand food processing and distribution. A reusable / stackable container system will increase fleet utilization. This purpose-built space will enable us to grow for years to come.*







**WE ARE DEDICATED TO RELIEVING HUNGER IN METRO DETROIT AND PREVENTING NUTRITIOUS FOOD WASTE.**

**WE ENVISION COMMUNITIES THAT WORK TOGETHER TO END HUNGER AND INCREASE INDIVIDUAL, NEIGHBORHOOD, ECONOMIC, AND ENVIRONMENTAL HEALTH.**

**THE FOOD WE RESCUE AND PRODUCE IS DELIVERED — FREE OF CHARGE — TO METRO DETROIT INDIVIDUALS WHO ARE FOOD-INSECURE AND STRUGGLE TO COVER THE COST OF BASIC NECESSITIES. OUR FOOD HELPS BRIDGE THE INCOME GAP FOR TENS OF THOUSANDS OF FAMILIES, ALLOWING THEM TO MEET THEIR FUNDAMENTAL HUMAN NEED FOR GOOD NUTRITION.**

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[forgottenharvest.org](http://forgottenharvest.org)