



2016-17 ANNUAL REPORT

**SCHOOL
NUTRITION
FOUNDATION**
Education, Research and Scholarship

FEEDING BODIES. FUELING MINDS.

Letter from Leadership

As national leaders looking back and ahead, we are mindful of the different leadership “gifts” that we have been given—inspiration, mentorship, diverse experiences, to name a few. These have led us to where we are today. We are also thankful for the number of gifts that this Association has been given during the past year.

The gift of persistence of our leaders and members advocating for operational flexibility paid off when Secretary of Agriculture Sonny Perdue issued an interim rule to ease menu planning challenges.

Then there’s the gift of our volunteer leaders, who dedicate their free time to improving both the Association and the profession as a whole. A particularly wonderful gift is the Board of Directors. They have devoted much strategic thought to many complex issues.

Of course, SNA is grateful for the gift of its members, whose passion for their work is unparalleled. At 58,000 strong, members overcome obstacles, dream up creative solutions and make connections with students. They do this with help from our industry partners, who are constantly challenged to meet customer needs, from an inspired director to a picky child.

Last, SNA is so lucky to have the gift of its Headquarters staff, who work tirelessly to support you. From every conference to every webinar to every issue of *School Nutrition* magazine, these 50-some employees are as dedicated to the profession as the members.

The achievements in this Annual Report showcase just how impactful SNA can be when everyone works together to meet the needs of America’s children.

Becky Domokos-Bays, PhD, RD, SNS
2016-17 SNA President

Patricia Montague, CAE
SNA Chief Executive Officer



ABOUT US

The **School Nutrition Association (SNA)**, founded in 1946, is the national organization of school nutrition professionals committed to advancing the quality of school meal programs through professional development and advocacy.

- **Vision** | Be the authority and resource for school nutrition programs.
- **Mission** | Serve as the national organization of school nutrition professionals committed to advancing the quality of school meal programs through education and advocacy.
- **Core Values** | Collaboration, relationship building and teamwork; caring commitment and service; lifelong wellness and healthy lifestyles; passion for lifelong learning and professional development; and integrity and ethics.

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PROFESSIONAL DEVELOPMENT

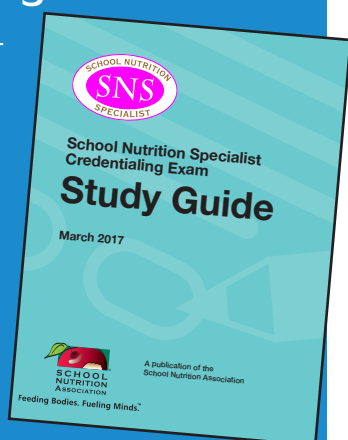
BY THE NUMBERS
1,500+ SNS CREDENTIALS
19,300 CERTIFICATE

The number of members who hold a Certificate in School Nutrition and/or an SNS credential continues to grow.

SNS Credentialing

At the end of the current membership year (May 2017), more than **1,500** individuals had earned the **SNS credential**, an increase of 60 people from the end of the previous year.

At ANC 2017, SNA debuted a new SNS exam featuring 220 questions (up from 200 questions). Of those, only 200 questions are scored. The new 20 questions—randomly dispersed throughout the exam—are being pre-tested for inclusion in future exams. This is a standard industry best practice.



Certificate in School Nutrition

An additional **19,300** individuals hold a **Certificate in School Nutrition**. Earlier this year, the Governing Council and SNA Board of Directors approved a certificate “bridge level” that would require fewer hours to reach the next level; this change was made in response to feedback from members and offers a practical opportunity for members who currently hold a Level 1 Certificate to continue their professional development and achieve a higher level of Certificate. This bridge level will become available in July 2018. No changes have been made to the Level 1 Certificate requirements.

To Your Credit

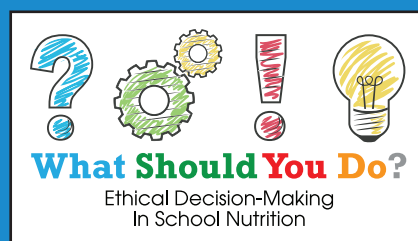
In 2016-17, *School Nutrition* adapted its monthly “To Your Credit” test to allow members to earn a CEU for reading articles specifically written to correspond with training topics in the four key areas

of USDA’s Professional Standards rule and SNA’s professional development programming. In the last year, “To Your Credit” topics included standardized recipes and vitamins (Key Area 1: Nutrition), CN labels and foodborne illnesses (Key Area 2: Operations), emergency preparedness and civil rights training (Key Area 3: Administration) and boosting summer meal participation and marketing to Millennials (Key Area 4: Communications & Marketing).



New Ethics Training

SNA is developing “What Should You Do? Ethical Decision-Making in School Nutrition,” a new, self-paced training course designed to help school nutrition operators understand the importance of ethics and ethical decision-making on the job. Content for the program has been tested in different settings, including a successful Bonus Session and Learning Lab at SNA’s 2017 School Nutrition Industry Conference (SNIC), as well as a pre-conference training session at the 2017 Annual National Conference (ANC). The course is expected to launch in Fall 2017 and will include an introduction to ethics, the value of ethics in the workplace and sample ethical dilemmas. More than 35 school nutrition-specific cases were developed with assistance from SNA’s Nutrition & Research and Professional Development Committee members.



WEBINAR WEDNESDAYS®

Webinars

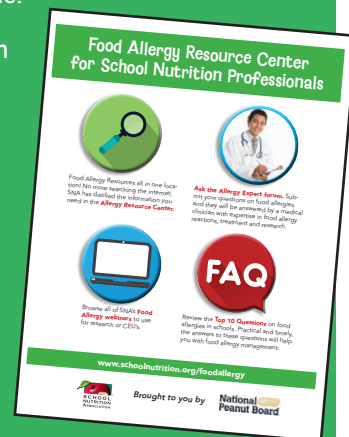
Through its webinar program, SNA offers valuable training resources to its members without requiring them to leave their desks. In 2016-17, SNA expanded and modified the program to make it even more valuable:

- A quiz is included after each webinar to ensure transfer of learning;
- All live webinars now feature real-time text streaming (closed captioning), ensuring that the hearing-impaired can fully participate in this e-learning opportunity.
- On-demand webinars include "Best of #ANC16" and "Best of #SNIC2017," allowing members who couldn't travel to the meetings to learn from some of the top education sessions at each.
- SNA conducted a total of 25 highly rated webinars in 2016-17, four more than in the previous year.

Online Learning Areas

The Association has begun an initiative to aggressively develop and add more topic-centric web resources and on-line training on vital topics and make these easy to access on SchoolNutrition.org. The first of these areas focuses on food allergies. Online resources include an "Ask the Allergy Expert" forum, where members can submit questions, as well as a Top 10 Food Allergies FAQ. Additional learning area topics in the works include:

- Breakfast in the Classroom
- School Nutrition Ethics
- Adult Learning Principles
- Financial Management



Student Engagement Tools

In collaboration with National Dairy Council and Fuel up to Play 60, SNA developed new web resources and tools: "Ingredients for Increased Student Engagement." Resources include a printable, full-color summary of ideas and approaches; a sample student questionnaire; eye-catching signage with prompts to facilitate conversation; and more. They were designed for school nutrition professionals at all levels to help open the lines of communication between employees and students and promote engagement by youngsters in their school meal programs.

As a follow-up, the ANC 2017 District Directors and Supervisors Section Meeting featured a panel of student ambassadors who were involved in creating these resources, and aimed at creating takeaway ideas about how to engage students and grow participation in the program.



Virtual Expo

SNA recognizes that the vast majority of its 58,000 members are unable to travel to the Association's

national meetings, and therefore miss out on a significant amount of professional development—which includes learning more about the newest product solutions offered by industry. In January 2017, SNA introduced its very first Virtual Expo, free to members, allowing attendees to head online to chat with exhibitors, explore products and network with peers from around the country. The Virtual Expo also featured a Learning Center that featured several recorded education sessions from the 2016 Annual National Conference (ANC) in San Antonio.

The inaugural Expo ran from late January through April and featured booths from 36 companies. It was attended by more than **2,400** participants, 1,950 of which were from 1,435 school districts. More than 5,300 pieces of booth content were accessed, and 451 participants earned CEUs by viewing the sessions in the Learning Center. A second, expanded Virtual Expo is planned for February 2018.



BY THE NUMBERS
570 SNIC 2017 attendees
950 LAC 2017 attendees

National Conferences

The Association's three major national meetings—the School Nutrition Industry Conference (SNIC) in January, Legislative Action Conference (LAC) in April and Annual National Conference (ANC) in July—all experienced growth and success in 2017.

- More than **570** people traveled to Orlando, Fla., to attend **SNIC 2017**. General Sessions featured speakers Kai Kight, a violinist and motivational speaker; food trends forecaster Jim Painter, PhD, RD; and Sharon Schaefer, SNS. Sessions featured new live polling technology to increase engagement by participants. A special recipe booklet was made available and attendees could take advantage of free bonus sessions, including a visit to an Orange County Public Schools site.
- **LAC 2017** was SNA's largest-ever, with nearly **950** school nutrition professionals heading to Capitol Hill to urge Congress to protect and strengthen school meal programs. The meeting also featured keynote speaker Pulitzer Prize winner Jon Meacham, as well as an informative "Fireside Chat" with an impressive panel of former agricultural leaders in Washington: Chuck Conner, Dan Glickman, Stephanie Herseth-Sandlin and William Hoagland.
- **ANC 2017** offered "Hot Topics, Cool Connections," in Atlanta. This year's event saw a record-breaking Exhibit Hall, with **405** companies showcasing at **922** booths. Attendees also had more time to explore a whopping **120+** education sessions and **13** pre-conference sessions. Other highlights included General Session speakers Captains Scott and Mark Kelly, NASA astronauts and identical twin brothers; Alex Sheen, founder of "because I said I would"; and a closing event featuring rock group Barenaked Ladies. As of press time, the conference had registered almost **3,300** operator members.



Leadership Training

SNA continues to develop the potential of its future leaders with three significant programs: The SNA Executive Leadership Program, the Future Leaders Program (FLP) and SNA's Leadership Webinar Series.

- In its seventh year, the SNA Executive Leadership Program at Georgetown University was attended by **50** directors, **33** of which were first-timers to the program. It is held prior to the start of LAC 2017. This year's program was sponsored by SFSPac, Land O'Lakes, ITW/FEG and Heartland School Solutions.
- In late April, the National Leadership Conference held its 11th Future Leaders Program. This year, the graduating class totaled 49 from 36 states. Since 2007, **184** of the FLP graduates have been elected to the position of state president and 37 have gone on to serve on a national committee or taskforce.
- This year, there were two webinars offered in the Leadership Series: "Why Can't We All Get Along? Dealing With Conflict During Change" and "Gimme Some Feedback: Preventing Conflict Through Constructive Feedback." These are available On-Demand as a member-exclusive benefit.

School Nutrition magazine

With its June/July 2016 issue, *School Nutrition*—the Association's flagship publication—launched a redesign that continues to be lauded as a success by its 58,000+ readers. Advertisers see the 11-time-a-year publication as the No. 1 channel to reach customers in the market, and its page count just keeps growing. The first redesigned issue in 2016 was a record-breaking 192-page edition—and that record was shattered with the June/July 2017 issue, which was **204** pages. Among the topics covered in 2016-17 were conflicts in the workplace, understanding Generation Z, back-to-school planning, professionalism, cafeteria construction and procurement.



ADVOCACY AND PUBLIC IMAGE

Support From New Secretary of Agriculture

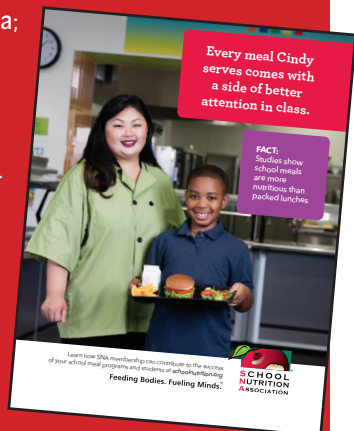
In May 2017, SNA President Becky Domokos-Bays and CEO Patricia Montague joined Secretary of Agriculture Sonny Perdue as he called for an interim rule regarding regulatory flexibility for local school meal operations. It addressed concerns raised in SNA's 2017 *Position Paper*, including sodium level targets and whole grains. While SNA supports preserving robust federal rules, the Association has continued to advocate for practical flexibility to help ease menu planning challenges and appeal to diverse tastes.



Public Relations Campaign

At the start of SY 2016-17, SNA announced a new PR campaign to position school meals as critical to the educational environment, student health and performance; promote and celebrate school nutrition professionals; and change perceptions and stereotypes about school meals and school nutrition professionals. Components of the campaign included:

- Customizable flyers for breakfast and lunch available for download to members;
- Shareable content for Facebook, Instagram, Twitter, Pinterest and other social media;
- Two magazine ads in *American School Board Journal* and *Principal* magazine; and
- A shareable YouTube video.



2017 SNA Position Paper

In Spring 2017, SNA released its annual *Position Paper*, urging Congress to protect and strengthen school meal programs. The Paper is always developed with input collected from SNA's membership. This year, we received a record 2,000 responses! The four main "asks" of the 2017 *Position Paper* were:

1. Oppose any effort to block grant school meal programs.
2. Support schools, US farmers and students in the next Farm Bill by providing 6 cents in USDA Foods for every school breakfast served.
3. Provide schools practical flexibility under federal nutrition standards to prepare healthy, appealing meals, including maintaining the Target 1 sodium levels and eliminating future targets and restoring the initial requirement that at least half of grains offered through school lunch and breakfast programs be whole grain-rich.
4. Simplify regulations to improve efficiencies and provide \$1 million to conduct an independent study of the federal Child Nutrition Programs.

SNA is pleased to report early progress toward these legislative priorities. The Association is a leader in a coalition of allied organizations committed to opposing any future efforts to block grant school meals. As this Report went to press, SNA was working to include a provision for USDA Foods support for school breakfast in the next Farm Bill. Funding has been included in the FY2017 federal budget for a study on school meal simplification. And Secretary of Agriculture Sonny Perdue's first public act addressed our concerns for practical flexibility under nutrition standards (see left).

Such achievements are a direct result of SNA's grass-roots advocacy efforts. At the heart of these is the annual Legislative Action Conference (LAC), which in 2017 saw record-breaking registration. Nearly **1,000** school nutrition operators, industry partners and allies came together to "Charge the Hill" and educate lawmakers about the value of school meals.



2017 *Little Big Fact Book*

Every other year, SNA publishes a new edition of its *Little Big Fact Book: The Essential Guide to School Nutrition*, a 35-page resource that's a must-have for anyone and everyone working in and with school nutrition programs. The 2017 edition of *Little Big* is a comprehensive overview, overflowing with facts and figures about federal regulations, USDA Foods, school district demographics and the hottest topics being discussed today. It's available for purchase for \$18 in the Bookstore section of SchoolNutrition.org, with additional price savings for bulk orders.



Media Mentions

School Nutrition Association received much positive press in SY 2016-17, including:

- Coverage of the 2016 *Operations Report*, including a story reported on the "700 Club," reaching an estimated national audience of 1 million+ viewers.
- News coverage of National School Breakfast Week in Minneapolis, Atlanta, Houston, Memphis, Chicago, Albuquerque and Macon, Ga., with an estimate audience of nearly **200,000** viewers.
- Coverage of the Legislative Action Conference, with reporters attending from *The Washington Post*, *Politico*, *Cox Media*, *Agri-Pulse*, *The Hagstrom Report* and *CQ-Roll Call*.
- An interview with SNA President-Elect Lynn Harvey on MSNBC Live in May.

2016 *Operations Report*

In Fall 2016, SNA issued the biennial *School Nutrition Operations Report: The State of School Nutrition*, taking a close look at trends in program participation, food and beverages, service models, meal prices, unpaid meal charge policies, payment systems, equipment and construction and purchasing. The findings are based on responses from nearly **1,000** school nutrition directors nationwide. Major findings included:



- Usage of the Community Eligibility Provision (CEP) has increased significantly, with **24.3%** of the districts stating that at least one school in their district is using CEP.
- Student taste tests/sampling is the most commonly implemented initiative of seven examined in the 2016 survey, cited by **72.3%** of the districts as being in place, and by nearly **15%** as being considered/planned.
- Mexican food items, Asian food items, pre-packaged salads and salad/produce bars are the most popular food options examined in the 2016 survey, each cited by two-thirds or more of the districts as being offered on a consistent basis in any school in their district.

TrayTalk Blog

Expanding on the success of the TrayTalk Facebook page, aimed at sharing positive stories about school meals to parents and other non-professional audiences, SNA launched a corresponding blog. The blog has been promoted to media outlets and mom bloggers, as well as shared with members of Congress in effort to educate them on the positive efforts of school nutrition professionals in their respective districts.

Allied Organization Recognition

As a result of SNA's continued support of Farm to School initiatives, the National Farm to School Network (NFSN) named the Association its first National Partner of the Year for 2017. NFSN is an information, advocacy and networking hub for communities working to bring three core elements of farm to school—local food sourcing, school gardens and food and agriculture education—into school settings.

COMMUNITY

Membership

SNA's membership is holding steady after a period of significant growth, remaining at more than **58,000 strong**—the highest in 10 years. Of that, **53.1%** of memberships are school district-owned (SDMs), an **increase** of more than **3%** from 2016 and more than 9% from 2015! SDMs were developed to make it easier for school districts to manage membership, allowing their employees to enjoy the many benefits that SNA offers.

Social Media

The school nutrition profession is a bona fide community, and the Association's social media following continues to grow as members become more social media savvy.



FACEBOOK

- www.facebook.com/SchoolNutritionAssociation
12,940 fans; an increase of nearly 1,500 fans since July 2016
- www.facebook.com/TrayTalk
9,180 fans An increase of more than 1,500 fans since July 2016
- www.facebook.com/SchoolNutritionFoundation
2,980 fans; an increase of nearly 500 fans since July 2016

INSTAGRAM

- www.instagram.com/schoolnutritionassoc
1,770 followers; an increase of nearly 600 followers since July 2016

TWITTER

- www.twitter.com/SchoolLunch
30,500 followers; an increase of 3,500 followers since July 2016

Task Forces

During 2016-17, SNA convened several task forces to explore and examine certain strategic issues. The use of task forces allows a more focused effort on a single topic area and engages a wider scope of volunteer leaders in the work of the Association. The members selected for these task forces represent SNA's seven regions, different member segments and multiple school district sizes.

- **Procurement:** Created in 2015-16 to help SNA members better understand the current state of procurement in the school nutrition environment and identify training and other resources to enhance the procurement process, the group produced an informative white paper report, *Solving the Procurement Puzzle*, in Fall 2016.



- **Procurement Ethics:** A multi-year effort aimed at developing a plan to educate SNA members on ethical behaviors related to procurement of goods and services for school meal operations.
- **School Nutrition Chefs:** Focused on identifying ways to improve engagement among chefs working at different levels in school districts and with manufacturers serving the K-12 foodservice segment, as well as tap their collective knowledge and expertise to enhance school meal operations.
- **School Nutrition Financial Management:** Aimed at pinpointing financial management training tools and templates for use by district-level operators.
- **SNA Long-Term Position Statements:** Created to review SNA's current long-range public policy positions plan, revise as necessary and determine what current and potentially new positions need to be developed and shared.
- **SNA Young Professionals:** Focused on determining ways to enhance engagement of members under age 40 in the organization and ensure the profession is proactive in serving this important demographic.

National School Lunch Week “Show Your Spirit”

Each October, school districts across the nation celebrate school lunch through festive activities. In 2016, they really “showed their spirit” through a range of creative activities, which included:

- Costumed school nutrition employees;
- Clever food art sculptures;
- Voting for students’ favorite foods;
- Food truck visits;
- Musical celebrations;
- Pep rallies and more



National School Breakfast “Take the School Breakfast Challenge”

SNA members were up to the challenge when it comes to celebrating school breakfast! This year’s marketing efforts were supported by sponsors **Kellogg’s** and **Potatoes USA**, and included a microsite for the 2017 campaign, a student/parent infographic for districts to distribute, a 10-page toolkit featuring fresh celebration ideas and an Instagram contest.

In 2017, unique page views and downloads for NSBW surpassed 2016’s benchmark by **24,511** and **14,311**, respectively. A key goal was to help school nutrition operations enhance and expand their social media presence.

Many members used Instagram and/or started an Instagram account for their school meals program. On Instagram, **432** posts mentioned #NSBW17 and 140 posts used the hashtag, #NSBWchallenge.



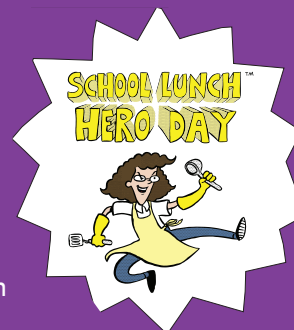
School Lunch Hero Day

SNA has once again teamed up with graphic novelist (of the *Lunch Lady* series) Jarrett J. Krosoczka.

For a fifth year, School Lunch Hero Day was a singular opportunity to celebrate school nutrition professionals and their

contributions to kids’ health and achievement.

SNA members were more active than ever on social media, posting photos that declared their gratitude for the members of their school nutrition teams.



STEPS

Now in its fifth year, the STEPS Challenge has been expanding and improving its scope as the personal wellness program developed exclusively for SNA members. Made possible with support from Jennie-O Turkey Store, the program features monthly lifestyle challenges, as well as wellness events at SNA national meetings. More than **5,300** SNA members participate in the STEPS program.



Made possible by:



SN Express

In response to member feedback, *SN Direct*, SNA’s biweekly e-newsletter, has been redesigned and rebranded as *SN Express*, a weekly e-newsletter developed with the aim of consolidating important Association news, announcements, resources and upcoming deadlines in one source, reducing the overall number of individual emails sent to members. Reaching **39,400** members each week, *SN Express* joins SNA’s other digital periodicals: *SNA Smart-Brief*, *Tuesday Morning*, *Industry Insider* and *Foundation Focus*.

INFRASTRUCTURE

State Affiliation Task Force and Agreements

This year, SNA convened a task force to work on the creation of a state affiliate agreement that outlines how SNA and its state affiliates support one another. The Task Force consisted of current and former state national leaders, including members from each of SNA's seven regions.

An Affiliation Agreement is a legal document that formalizes the partnership between a national organization and its state affiliates, and it is considered by the American Society of Association Executives (ASAE) to be a best practice for national associations. SNA took this important step in formalizing the partnerships with its affiliates, in an effort to better protect the national organization and best serve the members. Details about the process are included in the State Support Center section of School Nutrition.org and will be featured in an article in the August 2017 issue of *School Nutrition*.

In early May 2017, the agreements were introduced to state leaders at the 2017 National Leadership Conference in Baltimore, Md. As of the printing of this report, eight state affiliates have signed the agreement.



SNA Leadership Outreach Efforts

Promoting leadership opportunities for members is a high priority of SNA. In support of this goal, the Association created a new section on its website, "SNA Leadership Opportunities," that offers valuable resources for prospective candidates for election and committee appointments. These tools include a PowerPoint presentation ("The Path to National Leadership Opportunities"), a grid on the time commitments for different positions, candidate eligibility requirements, a Committee Interest Form and more.

Members of the Leadership Development Committee attend national and state meetings wearing large, red "SNA Talent Scout" buttons and have targeted business cards to facilitate conversations with state and local leaders about national leadership opportunities.

Additional efforts to encourage leadership interest include a new column in School Nutrition magazine. "My Leadership Journey" profiles volunteer leaders at the state and national levels and provides peer-to-peer encouragement for participation.



2016-17 SNA BOARD OF DIRECTORS

OFFICERS

President:	Becky Domokos-Bays, PhD, RD, SNS Loudoun County Public Schools Ashburn, Virginia
President-elect:	Lynn Harvey, EdD, RDN, SNS North Carolina Department of Public Instruction Raleigh, North Carolina
Vice President:	Gay Anderson, SNS Brandon Valley School District Brandon, South Dakota
Secretary/Treasurer:	Debbi Beauvais, RD, SNS Gates Chili Central School District Rochester, New York
Ex-Officio:	Patricia Montague, CAE Chief Executive Officer National Harbor, Maryland

REGIONAL DIRECTORS

Mideast:	Jessica Shelly, MBA, SNS Cincinnati Public Schools Cincinnati, Ohio
Midwest:	Lori Danella, SNS Lee's Summit R-VII School District Lee's Summit, Missouri
Northeast:	Gail Koutroubas Andover Public Schools Andover, Massachusetts
Northwest:	Kaye Wetli, SNS Riverview School District Duvall, Washington
Southeast:	Reginald Ross, SNS North Carolina Department of Public Instruction Raleigh, North Carolina
Southwest:	Kevin Ponce, SNS Oklahoma City Public Schools Oklahoma City, Oklahoma



West:	Angela Haney, SNS Los Lunas Schools Los Lunas, New Mexico
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AT-LARGE DIRECTORS

Lori Adkins, SNS Oakland Schools Waterford, Michigan
Ariane Shanley South Kitsap School District Port Orchard, Washington

COMMITTEE CHAIRS

Professional Development:	Kathy Burrill, SNS Chisago Lakes Area Schools Lindstrom, Minnesota
Public Policy & Legislation:	Doug Davis, SNS Burlington School Food Project Burlington, Vermont
Nutrition & Research:	Beth Mincemoyer Egan, RD, SNS Pennsylvania State University University Park, Pennsylvania

OTHER REPRESENTATIVES

School Nutrition Employee/Manager:	Donna Myers Osceola County School District Saint Cloud, Florida
Industry:	Gary Vonck KeyImpact Sales & Systems Chicago, Illinois
Ex-Officio:	Sandra Ford, SNS SNF Board Chair Manatee County School District Bradenton, Florida
Ex-Officio:	Patricia Montague, CAE Chief Executive Officer National Harbor, Maryland

SNA FINANCIALS



Balance Sheet—July 31, 2016 and 2015

ASSETS

Current Assets

	2016	2015
Cash and cash equivalents	\$5,030,072	\$4,700,771
Investment in marketable securities	5,768,284	5,750,340
Accounts receivable, less allowance for doubtful accounts of \$50,000	702,483	502,774
Prepaid and deferred expenses	203,460	238,287
Due from School Nutrition Foundation	119,200	48,770
TOTAL CURRENT ASSETS	11,823,499	11,240,942

Property and Equipment

Furniture, fixtures and equipment	696,190	677,861
Less allowances for depreciation	<u>-659,939</u>	<u>(630,878)</u>
TOTAL PROPERTY AND EQUIPMENT	36,251	46,983

Other Assets

Deposits	38,163	38,163
Deferred compensation plans	628,911	678,678
Fixed Annuity	<u>7,866</u>	<u>15,439</u>
TOTAL OTHER ASSETS	674,940	732,280
TOTAL ASSETS	<u>\$12,534,690</u>	<u>\$12,020,205</u>

LIABILITIES AND NET ASSETS

Current liabilities

Accounts payable	\$1,373,205	\$1,254,744
Due to PAC	1,393	2,819
Accrued expenses	96,141	97,843
Deferred revenue	<u>1,754,429</u>	<u>1,792,434</u>
TOTAL CURRENT LIABILITIES	3,225,168	3,147,840

Accrued Rent Payable	351,095	424,134
Deferred Compensation Benefits	628,911	678,678
Fixed Annuity	<u>7,866</u>	<u>15,439</u>
TOTAL LIABILITIES	4,213,040	4,266,091

Net Assets

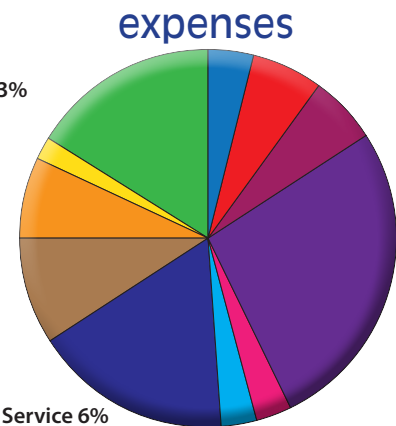
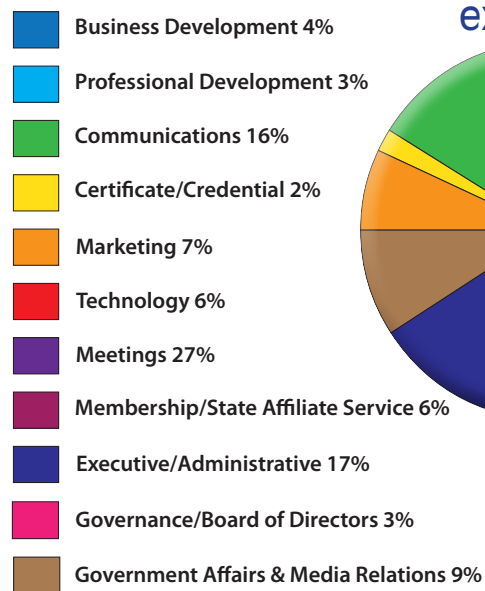
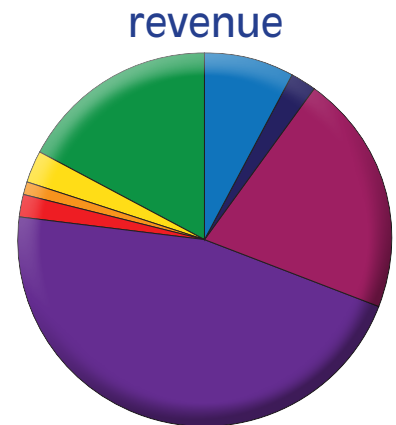
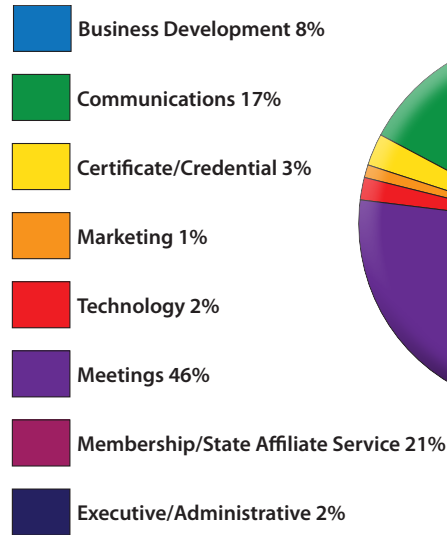
Unrestricted	8,052,610	7,263,809
Temporarily restricted	219,040	440,305
Permanently restricted	<u>50,000</u>	<u>50,000</u>
TOTAL NET ASSETS	<u>8,321,650</u>	<u>7,754,114</u>

TOTAL LIABILITIES & NET ASSETS	<u>\$12,534,690</u>	<u>\$12,020,205</u>
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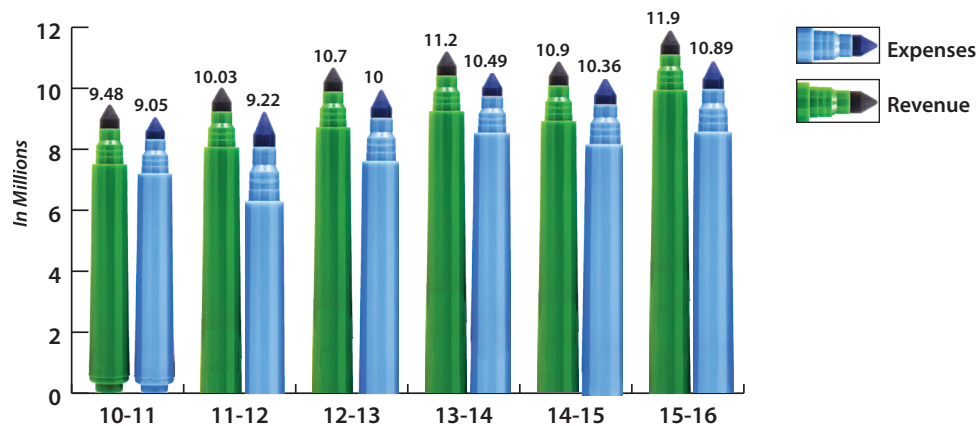
Statement of Revenues and Expenses—July 31, 2016 and 2015

	2016	2015
Revenues		
Administrative	\$224,598	\$272,450
Membership/State Affiliate Services	2,315,298	2,158,836
Certificate/Credentialing	426,860	349,841
Technology Services	235,036	186,372
Marketing	209,774	237,270
Communications	2,040,096	1,890,722
Annual National Conference	4,416,265	3,821,229
School Nutrition Industry Conference	580,132	549,707
Legislative Action Conference	459,068	487,133
National Leadership Conference	94,231	100,390
Government Affairs & Media Relations	0	5,000
Professional Development	68,165	239,446
Business Development	829,744	613,009
TOTAL REVENUE	11,899,267	10,911,405
Expenses		
Administrative	1,926,497	1,604,340
Membership/State Affiliate Services	691,131	582,472
Certificate/Credentialing	114,040	215,994
Technology Services	664,888	536,463
Marketing	623,853	640,959
Communications	1,895,156	1,889,373
Annual National Conference	2,022,411	2,015,805
School Nutrition Industry Conference	299,473	347,619
Legislative Action Conference	278,113	276,337
Committees	82,282	77,342
National Leadership Conference	169,673	148,980
Government Affairs & Media Relations	951,851	859,715
Professional Development	307,422	423,492
Business Development	509,021	385,087
Board of Directors	353,851	355,392
TOTAL OPERATING EXPENSES	10,889,662	10,359,370
NET INCOME FROM GENERAL FUND	1,009,605	552,035
Realized gains on investments	(180,752)	4,981
Unrealized (losses) on investments	28,834	(102,831)
Temporarily Restricted Funds	19,670	112,320
Board Designated Funds		
Capital expenditures	(35,637)	(26,295)
Carl Perkins Endowment	(1,575)	4,234
Marketing/PR Campaign	(192,972)	0
Public Relations	21,619	18,174
School Nutrition Redesign	(52,583)	0
Special Projects	(33,711)	(144,402)
Legislative/Advocacy Fund	0	(40,000)
Web Development	(14,960)	(33,581)
NET DESIGNATED BOARD FUNDS	(309,819)	(221,870)
CHANGE IN NET ASSETS	\$567,538	\$344,635

SNA FINANCIALS (continued)



OPERATING REVENUE & EXPENSES TRENDS 2010-16



ABOUT US

As the philanthropic sister organization of the School Nutrition Association, the School Nutrition Foundation is dedicated to securing financial resources for education, professional development, scholarships and research in school nutrition. SNF focuses on providing the resources that educate and empower SNA members to provide high-quality, low-cost meals to students across the nation to foster an environment where children achieve overall wellness and lifelong success.



Sandra Ford, SNS
SNF Board Chair 2016-17

Through collaboration with SNA, allied partners and donors, SNF is committed to identifying and supporting school nutrition research, trends and innovations; sharing best practices with the school nutrition community; and providing scholarships to SNA members for professional development and continuing education.

Environmental Research & Education Foundation Collaboration

SNF has partnered with the Environmental Research & Education Foundation (EREF) to create the School Cafeteria Discards Assessment Project (SCRAP). The project seeks to identify best practices in managing waste both at the school and after it is hauled away. **162** schools in 40 states are participating in the program which will run through SY 2017-2018.



Scholarships and Grants

SNF provided a record number of scholarships to SNA members to support education and professional development goals, as well as school nutrition research. More than **90** scholarships were awarded to SNA members, including **47** new scholarships to attend Association conferences and pursue educational goals, which were made possible through a fiscal year-end gift from SNA. SNF scholarships and grants include:

- **Josephine Martin National Policy Fellow**
- **Kathleen Stitt Award**
- **Nancy Curry Award**
- **Winston Equipment Award Grant**
- **Baxter Equipment for Education Grant**
- **Sandi Brooker Award**
- **ANC First-Timers Scholarships**
(sponsored by AccuTemp Products)
- **SNF Professional Growth Scholarship**
- **Schwan's Food Service Scholarship**
- **SNA Professional Development Scholarship**

State Ambassadors

The SNF State Ambassador program was launched in 2016 to identify volunteer representatives in each state who will share information about SNF; encourage members to take advantage of the scholarships, resources and programs offered by the Foundation; submit nominations for School Nutrition Heroes; and support the Annual Fund. **47** states have named SNF State Ambassadors for 2017.



Breakfast in the Classroom



In 2016–17, SNF completed Cycle Three of its Breakfast in the Classroom (BIC) expansion project. This cycle focused efforts on seven target states: Alabama, Arizona, Georgia, Indiana, Kansas, Pennsylvania and Virginia and awarded a total of **\$2.8 million** to **97** schools in **21** school districts. As a result, anticipated breakfast participation in these states increased by **27,000** students, with a total anticipated reach of **65,000** more students participating in school breakfast since the Partners for Breakfast in the Classroom (PBIC) project began in 2010.

PBIC is comprised of SNF, the Food Research and Action Center, the National Education Association Foundation and the National Association of Elementary School Principals Foundation and the project is made possible through the generous support of the Walmart Foundation. Cycle 4 has launched, with a focus on 10 target states: Idaho, Louisiana, Mississippi, Missouri, Nebraska, North Carolina, Ohio, Oklahoma, Texas and Utah.

SNF has led the way in developing a robust website of resources to help schools and districts expand BIC. These include the Beyond Breakfast blog, toolkits, technical assistance videos and new research. Best practice sessions on BIC held at SNA's School Nutrition Industry Conference, Legislative Action Conference and Annual National Conference all received glowing attendee evaluations. The SNIC session was recapped in a proceedings document that captures the challenges and solutions with implementing an "after the bell" breakfast model.

Schools as Nutrition Hubs

SNF and the No Kid Hungry initiative of Share Our Strength are collaborating on the Schools as Nutrition Hubs program. The goal is to provide resources to help districts expand school meal programs in a way that is financially and operationally sustainable. The initial phase of this resulted in tools and education sessions sharing best practices in making schools nutrition hubs. Phase two of this program will include the development of a self-assessment tool to assist schools in planning for and expanding meal program offerings to increase participation.



Celebration of School Nutrition Heroes

The fourth annual Celebration of School Nutrition Heroes was held on Monday, April 3, 2017, at the J.W. Marriott in Washington, D.C., during SNA's Legislative Action Conference. With the support of **28** sponsors and **390** guests, we honored five extraordinary men and women in the school nutrition profession who make a difference in the lives of school children and go beyond their daily responsibilities in making a significant contribution to their communities. Hero honorees for 2017 were:

- **David Schwake, MS, RD, SNS**, Food Service director, Litchfield (Ariz.) Elementary School District #79
- **Timikel Blakey Sharpe, MS**, former deputy director of Food Service, Los Angeles (Calif.) Unified School District
- **Doreen Simonds**, director, Nutrition & Purchasing Services, Waterford (Mich.) School District
- **Elizabeth Whidden**, Child Nutrition program manager, Hoover (Ala.) City Schools
- **Betti Wiggins**, former executive director of Office of School Nutrition, Detroit (Mich.) Public Schools Community District

In addition to honoring these individuals, the Foundation raised more than **\$250,000** to support our programs and initiatives.



2016-17 SNF BOARD OF DIRECTORS

Chair:

Sandra Ford, SNS
Manatee County SD
Bradenton, Florida

Mike Burke, SNS
ITW/FEG
Raytown, Missouri

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AccuTemp Products, Inc.
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Kathy Burrill, SNS
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School Nutrition
Association
National Harbor, Maryland

Shirley Brown, EdD, SNS
Rich Products Corp
Fresno, California



Annual Fund and Fundraising Efforts

SNF's fundraising efforts have been incredibly successful in the past year. Highlights include:

- In 2016, **700** donors pledged more than **\$47,000** to SNF's Annual Fund, an increase of **135%** since 2014. Seven state associations—Kansas, West Virginia, Colorado, Illinois, New York, California and Michigan—exceeded 3% participation in the 2016 Annual Fund and received more than **\$3,000** in scholarship money for its state members.
- SNF participated in the global celebration of the spirit of generosity on Giving Tuesday (November 29). SNF raised more than **\$6,400** for the Annual Fund, with the help of SNA members, corporate industry partners and school nutrition advocates.
- SNF offered new ways to support the Foundation, including Amazon Smile, American Express-Members Give and Text to Give.
- 86** SNA Patron members support the Foundation with a portion of their Patron fee.

A New Executive Director

Jane Mell Balek joined the Foundation team as its new executive director in March 2017 with the goal of providing strategic leadership in securing financial resources to support SNF's goals. Balek previously served as deputy executive director for the National Association for Music Education and CEO/Executive Director of the Give a Note Foundation.



School Nutrition Equipment Capacity Initiative

With the support of the PEW Charitable Trust, SNF engaged stakeholders in a two-day meeting to discuss the need for and elements of a Kitchen Equipment Symposium that would bring together district stakeholders to effectively plan for and maintain kitchen equipment required to support delivery of healthy school meals. Planning meeting participants included industry members, district administrators and school nutrition operators.

SNF FINANCIALS



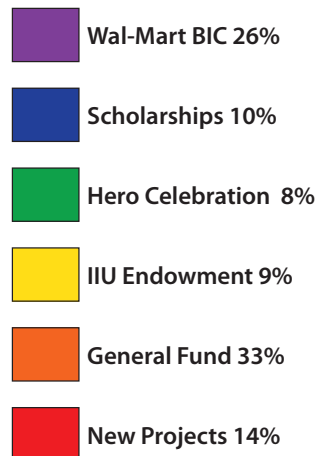
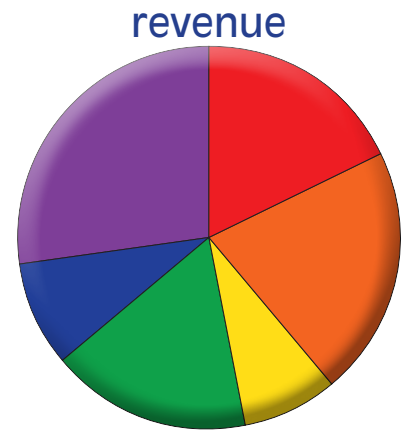
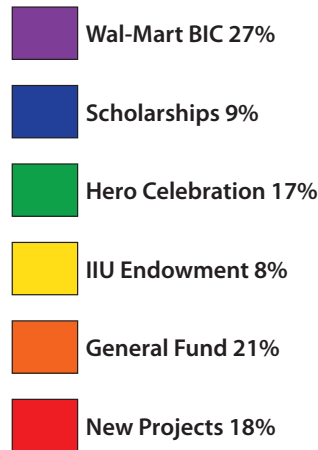
Balance Sheet—July 31, 2016 and 2015

ASSETS	2016	2015
Current Assets		
Cash and Cash Equivalents	3,862,501	3,348,953
Certificates of Deposit	500,014	500,279
Accrued Interest	701	715
Prepaid Expenses	<u>2,341</u>	<u>2,176</u>
Total Current Assets	4,365,557	3,852,123
Investments		
Invest in Us	2,633,609	2,651,262
Special Named Fund	<u>111,738</u>	<u>109,532</u>
Total Investments	2,745,347	2,760,794
Pledges Receivable	25,234	24,294
Property and Equipment		
Furniture and Fixtures	2,961	2,961
Accumulated Depreciation	<u>(2,757)</u>	<u>(2,551)</u>
TOTAL PROPERTY AND EQUIPMENT	<u>204</u>	<u>410</u>
TOTAL ASSETS	<u><u>7,136,342</u></u>	<u><u>6,637,621</u></u>
LIABILITIES AND NET ASSETS	2016	2015
Current Liabilities		
Accounts Payable	950	5,259
Deferred Revenue	21,809	0
Deferred Revenue-Walmart	399,297	346,041
Due to/(from) SNA	119,200	48,770
Other Current Liabilities	69,369	61,167
Walmart Grant Payable	<u>2,715,663</u>	<u>2,466,020</u>
TOTAL LIABILITIES	3,326,288	2,927,257
Net Assets		
Unrestricted	1,038,587	1,066,850
Temporarily Restricted	295,558	167,605
Permanently Restricted	<u>2,475,909</u>	<u>2,475,909</u>
TOTAL NET ASSETS	<u><u>3,810,054</u></u>	<u><u>3,710,364</u></u>
TOTAL LIABILITIES AND NET ASSETS	<u><u>7,136,342</u></u>	<u><u>6,637,621</u></u>

Statement of Revenues and Expenses—July 31, 2016 and 2015

	2016	2015
Revenues		
General Fund	140,440	141,320
Hero Celebration	230,760	162,491
IIU Endowment	85,925	139,572
National Dairy Council	0	15,100
Scholarships	60,977	52,915
Walmart—Breakfast in the Classroom	192,938	143,120
Webinar Wednesday	0	8,350
New Projects	<u>8,684</u>	<u>0</u>
TOTAL REVENUES	719,724	662,868
Expenses		
General Fund	284,450	233,219
Hero Celebration	100,074	103,407
IIU Endowment	123,026	127,976
National Dairy Council	33	5,240
Scholarships	70,811	95,164
Walmart—Breakfast in the Classroom	192,937	143,120
Webinar Wednesday	0	545
New Projects	<u>3,754</u>	<u>0</u>
TOTAL EXPENSES	<u>775,085</u>	<u>708,671</u>
OPERATING REVENUE/(LOSS)	(55,361)	(45,803)
Realized gains on investments	4,892	129,994
Unrealized gains/(losses) on investments	<u>(24,840)</u>	<u>(211,028)</u>
NET CHANGE ON INVESTMENTS	(19,948)	(81,034)
Temporarily Restricted Net Assets	<u>175,000</u>	<u>0</u>
TOTAL NET REVENUE/(LOSS)	<u><u>99,691</u></u>	<u><u>(126,837)</u></u>

SNF FINANCIALS (continued)



OPERATING REVENUE & EXPENSES TRENDS 2010-16

