

Full Pantries, Full Lives Leadership Institute

Request for Proposals

In response to needs identified by food pantries over that past several years, Hunger Free Colorado is pleased to announce that applications are now being accepted for the *Full Pantries, Full Lives Leadership Institute*, a project initiated and generously funded by The Denver Foundation.

Project Overview

The *Full Pantries, Full Lives Leadership Institute* is a two-year project to support a group of ten (10) pantry leaders. The Institute will create the opportunity and provide support for those leaders to share their knowledge, develop their skills, meaningfully connect with one another, and lead innovative efforts to better serve their clients and the community in the Denver Metropolitan Area.

The purpose of *Full Pantries, Full Lives* is to ensure that individuals seeking food assistance will:

- Be aware of available resources;
- Have reasonable access to services;
- Receive an adequate amount of nutritious food;
- Gain support through a client-centered experience;

It is further expected that the ten selected leaders and their pantries will become a collaborative learning community over time.

“Collaboration is a process by which groups come together, establishing a formal commitment to work together to achieve common goals and objectives.” Pulling Together Tool, National Association of City and County Health Officials

Recognizing that effective leaders work with strong and supportive Boards of Directors, the Board of each organization will be required to commit to this project and maintain engagement throughout the two years.

The Institute will be centered around ten (10) training-workshop sessions per year with the Executive Directors (or equivalent) of participating agencies. Leaders will have an opportunity to examine all aspects of their organization’s operations and be provided a tailored set of training sessions, assessments, and individualized support and coaching to achieve the goals of the project.

Twice per year, the executive committees of each pantry’s board of directors will come together for a learning session. To engage the participating agencies’ full board, Hunger Free Colorado representatives will attend a board meeting of each participant at least once a year.

Timeframe

Full Pantries, Full Lives project time frame is April 2014 through March 2016. **Applications to participate in the cohort are due by 5 p.m. on February 21, 2014.**

Finalists will be invited to interview with the selection team between March 5 and March 12. Executive Directors and their Board Chairs will be asked to participate in the interviews. Accepted applicants will be notified by March 21. Submission instructions may be found at the end of this document.

Community Benefits from Institute

Through training-workshop sessions, assessments, and individualized support and coaching, the following goals will be achieved:

- Community members have ready access to food pantries;
- Pantries are better able to meet increased demand;
- Pantries identify community needs and adapt services to meet those needs;
- New food sourcing methods and distribution channels for food will be identified;
- Collaboration among food pantries and between food pantries and federal nutrition programs will increase;
- Areas that are under-served by food pantries will be identified; and
- Other goals to be determined by the cohort.

Pantry Benefits from Institute

Pantry leaders and pantries will not only benefit from those things which will affect all of their communities, but they will also benefit through the following:

- Have the opportunity to share their own best practices and learn of additional best practices from other leaders in the community
- Develop innovative models to impact upon those experiencing hunger to be shared locally and nationally
- Receive a \$5,000 grant for each year of the project that is designed to cover some of the executive director's time.
- Have full access to the technical assistance resources of The Denver Foundation for the duration of the project, including the areas of organizational capacity, inclusiveness, and resident engagement.

Project Requirements

- Attendance:** Executive Directors are required to attend and actively engage in all training-workshop sessions during the course of the project. Please note the dates indicated below and reserve these on your calendar now. Contact Hunger Free Colorado if there are questions or concerns about these dates.
- Time Commitment:** Participants will need to dedicate approximately one day per month to the training sessions and up to two days per month implementing concepts in their agency.
- Confidentiality:** Each participant will need to sign and comply with a confidentiality agreement to ensure a safe space for learning.

- **Fees:** There are no fees for participation in *Full Pantries, Full Lives*. Participating organizations receive a \$5,000 grant for each year of the project. Travel reimbursements will also be provided for any required travel farther than 45 miles.

Eligibility Criteria

Full Pantries, Full Lives is open to organizations that:

- Have 501(c)(3) nonprofit status and have operated for at least two years
- Operate in one or more of the following counties: Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, Jefferson
- Have at least one paid staff member
- Provide emergency food directly to people in need as a central part of operations
- Demonstrate commitment of board and staff to this project, to inclusiveness, and to collaboration

Core Leadership Institute Topics

Trainings-workshops will address the following topics from a leadership perspective.

1. Strategic And Programmatic Planning

Internal And External Assessments And Data Gathering
Asset Mapping And Problem Finding
Goal Setting
Interim Plans For Achieving Goals And Collecting Needed Data
Ongoing Review Of Data
Annual Program Evaluation

2. Core Business Functions

Business Process Re-Engineering
Outcome Measurement
Cost Analysis
Data Management
Food Sourcing
Fundraising
Telling Your Story
Staff Development/Engagement
Volunteer Recruitment, Training, And Management

3. Creating/Sustaining Change

4. Strategic Collaboration

Co-Opetition And Coalitions
Scale, Sufficiency, And Synergy
Leadership Group Planning/Goal Setting

5. Board Development

Executive Committee Training
Governance and Policy Development

6. Inclusiveness And Community Engagement

7. Advocacy

Please note the dates below and block them out on your calendar. Anticipate one full day per training-workshop. Participation in all sessions is expected, and one missed session will be allowed each year in case of emergencies. If more than one session is missed then the organization will forfeit their place in the project and the grant.

Proposed Workshop Schedule

Year One	Workshop Topic
April 17, 2014 May 15	Project Orientation, Needs Assessment, Cohort Goal Setting Assessing Your Organization (Programmatic Planning; Core Business Functions)
June TBD	TBD – collaborative decision by Hunger Free Colorado and Executive Directors based on prior assessment work.
July TBD	TBD
August TBD	TBD
September TBD	Executive Committee Training
October TBD	TBD
January 2015 TBD	TBD
February TBD	TBD
March TBD	Executive Committee Training
Year Two	Training Topic
April 2015 - March 2016	TBD by Hunger Free Colorado and Cohort Executive Directors (excluding November-December)

Conference Call

An optional conference call will be held for interested applicants at **1p.m. on Friday January 31**. At that time the project outline will be discussed in detail and questions from applicants will be answered.

To register for the call and to send questions, email steve@hungerfreecolorado.org.

Application for Participation

Organization Information

Organization name:	<input type="checkbox"/>
Mailing address: Operating address if different:	<input type="checkbox"/> <input type="checkbox"/>
Web address:	<input type="checkbox"/>
How did you hear about the project?	
Annual organizational operating budget: Food Pantry budget if different:	
Geographic area served (zip codes, county, or neighborhood):	
Days and hours of pantry operations:	
How many unduplicated individuals does your pantry serve on average each month?	
How long has your pantry been in operation?	
How often are clients allowed to visit your pantry?	
Describe the serving model that you use? (i.e. pre-boxed, client choice, etc.)	
List other programs that the organization engages in (include any federal nutrition programs your agency supports or participates in):	
Number of employees: (Full-time equivalents)	
Number of volunteers per day of operations (on average):	

Applicant Information

Primary applicant (Executive Director or equivalent)	
Name and title:	<input type="checkbox"/>
Contact information: <input type="checkbox"/> (phone and email)	<input type="checkbox"/> <input type="checkbox"/>
How long have you been in this role?	
Board Chairperson	
Name and professional affiliation:	
Contact information: <input type="checkbox"/> (phone and email)	
What are the dates of her/his term as board chair and term on the board?	

Please respond in no more than seven (7) double-spaced pages to the questions below.

1. Why are you interested in participating in this project?
2. Which training topics do you think will be most beneficial to you as Executive Director and to your organization?
3. How will you make time for this project in your schedule?
4. What strategies does your organization use to ensure that the voices, experiences, and perspectives of the communities you serve, especially communities of color, are included in the planning, design, and implementation of programming? How are these voices included in your organization's leadership and governance? Please consider your successes, challenges, and future priorities in this area.
5. What strategies do you have in place to engage local residents, constituents, and community members in your work? Describe your approach, your successes, challenges, and future priorities in this area, and/or include a story that demonstrates your resident engagement work in action.
6. In what ways does your organization address racial and economic disparities?

7. Is there any specific assistance that your organization needs to help it become more inclusive, better engage constituents, and/or become more effective at addressing racial and economic disparities?
8. What keeps you up at night now? What is the biggest challenge facing your organization in the next three to five years?
9. Describe the organization's most significant interactions with other food pantries and efforts to collaborate with other organizations that support your pantry.
10. Describe the role of the board of directors in advancing the mission of the organization. Include the key issues related to board effectiveness that are being addressed this year, the organization's policy regarding board terms, and the percentage of the board that contributes financially to the organization.
11. Describe how the organization involves volunteers and unpaid personnel (other than the board of directors) within a typical 12-month time period. Include the total number of volunteers utilized over the course of a year.
12. How do you think your organization might be different after completing the *Full Pantries, Full Lives Leadership Institute*, and how might it add value to the Institute through its participation?

Are you and your organization willing to commit to the requirements of the project?

Yes _____ No _____

I certify that all information contained within this application is true and accurate. I am committed to participating in this project. The Board of Directors of the organization is committed to participating in this project.

Executive Director

Name _____ Signature _____ Date _____

Board Chairperson

Name _____ Signature _____ Date _____

Additional Materials

Please attach a copy of the following:

1. Organization budget
2. Current (year-to-date) financial statements
3. Most recent year-end financial statements, audited if available
4. Board of directors list with names and affiliations
5. Anti-discrimination statement adopted by the board of directors
6. List of key staff

Optional Attachments

7. Link to Annual report, if available
8. Any regular report you generate about your operations that shows clients served and program statistics

NOTE: Applications should be submitted electronically via email to steve@hungerfreecolorado.org no later than 5p.m. on February 21, 2014.