

Narratives

Executive Summary

Share Our Strength

Overview: Share Our Strength, an existing grantmaking organization with nearly 30 years' experience as an intermediary investing over \$507M in fighting hunger, submits this issue based proposal. We are requesting \$15M over 4 years with a focus area of Youth Development to help us accelerate the scale of the No Kid Hungry campaign in 10-12 states, cities, tribal communities and/or rural zones across the country. While our work touches the areas of Economic Development and Healthy Futures (there is strong evidence that food stamps help pull families out of poverty and links between adequate nutrition and health), our focus most directly aligns with Youth Development by increasing children's success in school and ultimately the workplace.

50% of the Year 1's requested amount of \$2.25M has been secured in unrestricted funds from various individual donors and corporate leaders like American Express, Nestle, Food Network and the National Basketball Association.

Project Summary: This \$15M investment will provide a return of ~175M more meals for low-income children, and an annual increase of over \$350M in federal fund reimbursements to states. This increase in meals served will make significant progress in ending childhood hunger by ensuring that children receive the 3 meals a day they need to succeed.

After years of investing in fighting hunger, we realized we were only seeing incremental results. Recognizing that transformational change was necessary, and that sustainable and systemic transformation could only happen through collective action, we launched the No Kid Hungry (NKH) campaign in 2010 with the bold goal of ending childhood hunger in the U.S. The campaign mobilizes public-private partnerships across all sectors to close the participation gap of low-income children eligible for federal nutrition programs but not participating, supplemented by nutrition education. The NKH campaign includes the national and local campaigns. To date, campaigns across the U.S. have experienced a sustainable increase of over 100M more meals for children.

The NKH campaign ensures that kids are connected to key federal nutrition programs like school breakfast and summer meals. In addition, we provide nutrition education programs to help families cook affordable and healthy meals at home. NKH campaigns are led by an on-the-ground partner organization, our SIF target subgrantee, that is the hub of local cross-sector collaboration. Campaign partners perform partnership backbone functions, direct field work, support of administering state agencies, nutrition education programming, issue awareness, and ongoing advocacy. Subgrants will go to organizations to deepen and accelerate the models where preliminary campaign activity has

Narratives

already started, as well as launching new campaigns in other areas of the country.

We are committed to the long-term success of subgrantees. Our services will include (1) grants/grants administration, (2) communications support, (3) access to best practices, (4) strategic planning and goal-setting, (5) evaluation and data tracking on progress, (6) program technical assistance, (7) peer learning, (8) advocacy expertise to advance policy changes, (9) connection to potential funders, and (10) compliance support.

We believe that the SIF focus on evaluation and capacity building for subgrantees will help us test new strategies and strengthen our model. The expectation is that in the grant timeframe, transformational increases in participation in all programs will be achieved, and that subgrantees will lead the campaign far beyond the grant period.

We are positioned to succeed with a SIF grant for the following reasons:

- Effective: Our solution results in dramatic increases in regular meals for kids in need.
- Proven: 4 years into the campaign, we have evidence of statewide success in Arkansas and Maryland and are ready to scale.
- Collaborative: The model is built on Collective Impact principles with support from a wide range of stakeholders.
- Experienced: We have extensive experience as a granting intermediary and fundraiser, and staff experienced in evaluation, partner development, financial controls and compliance, technical assistance, and strategic planning.
- Replicable: Our model can address the same challenge found in communities across the country.

Program Design

a. Goals & Objectives

i. Target Issue & Geographies

We are applying for an issue-based Social Innovation Fund grant to end childhood hunger for low-income youth in communities across the United States. We'll give priority to subgrantees in geographic areas that are: 1) not being currently served by the Social Innovation Fund and 2) have the highest promise of successful integration with a No Kid Hungry/SIF model. Research has demonstrated that hungry kids cannot successfully learn or compete academically when suffering from hunger; therefore we are submitting our application under the Youth Development project area.

ii. Overview of Need

In the world's wealthiest nation, no child should grow up hungry. Hunger prevents kids from

Narratives

reaching their full potential. Nearly 16 million children in America - that's nearly one in five - cannot count on getting the food they need (USDA Food Security). These children are hungry despite our nation having enough food and nutrition programs designed to help kids get the food they need. In the face of poverty, participation in nutrition programs can make all the difference in the life of a hungry child.

Healthy meals are crucial components of a successful day for every child, but there is a gap between those eligible for federal nutrition programs, such as the School Breakfast Program and Summer Meals program, and those receiving meals. While more than 21 million low-income kids in the U.S. rely on a free or reduced-price school lunch, only half of those at-risk children - about 11 million-also receive school breakfast. Equally problematic, when school lets out for the summer only 14% - about 3 million low-income kids - currently eat summer meals.

Hunger can have profound negative effects on a child's long-term health, behavior, and ability to learn in school. In 2012, we partnered with Deloitte to produce "Ending Childhood Hunger: A Social Impact Analysis," which revealed the dramatic potential associated with the simple act of feeding kids a school breakfast. For example, the study showed that students who eat school breakfast achieve up to 17.5% higher scores on standardized math tests. In turn, these children are 20% more likely to graduate high school by attending class regularly, and once they've graduated, earn on average \$10,090 more annually.

Hunger not only limits a child's prospects, it carries a heavy toll on our economy. According to a report by the Center for American Progress and Brandeis University (2011), "hunger costs our nation at least \$167.5 billion due to the combination of lost economic productivity per year, more expensive public education because of the rising costs of poor education outcomes, avoidable health care costs, and the cost of charity to keep families fed."

Why are nutrition programs vastly underutilized, while American children are hungry? A complex set of factors contributes to this, including a lack of awareness about the programs, transportation issues, misinterpretation of program regulations by providers, administrative burden, complicated school enrollment procedures, and social stigma.

iii. The Solution - The No Kid Hungry Campaign

In 2010, Share Our Strength launched the No Kid Hungry (NKH) campaign, a national grantmaking and direct service movement with a local approach to ending childhood hunger across the U.S. Our transformative NKH campaign uses cross sector collaboration to mobilize sustainable systems change by taking the solution provided by federal nutrition programs such as school breakfast and summer

Narratives

meals and increasing participation by closing the gap between those eligible and those participating. In addition we increase nutrition education for high-need families, teaching them how to cook healthy, affordable meals at home through our signature Cooking Matters programming.

Through an intensive planning process that included internal and external stakeholders early in the campaign, we developed a detailed Theory of Change, outlining short, medium, long-term outcomes and strategies. The following sections describe the four core components of the Theory of Change of the NKH campaign model: (1) A foundation of cross-sector collaboration led by local backbone organizations; (2) An overview of the nutrition programs and sample interventions; (3) Share Our Strength's role in stretching and supporting these local campaigns and running the overall national campaign; and (4) The importance of setting and tracking quantitative goals to measure success.

1. Theory of Change: Foundation of Cross-Sector Collaboration

Our national NKH strategy rests on creating a strong network of state and city based NKH campaigns. By creating local campaigns, we surround children with healthy food where they live, learn and play so that every child receives the three daily meals they need. Local NKH campaigns are public-private partnerships which catalyze meaningful cross-sector collaboration. Each state or city-based campaign sets measurable goals for increasing participation in key federal nutrition programs and nutrition education, identifies and implements strategies to achieving those goals, and uses data to track progress and refine tactics. Our SIF focus will be to enhance and expand backbone organizations as subgrantees to continue to grow impact across the country.

Cross-sector collaboration is a key approach within the campaign, bringing together typical parties (state agencies, mayors, non-profits, educators) with less conventional representation (local business leaders, universities, local volunteers, governors and key staff, health professionals, national partner representatives such as regional Dairy Council representatives, etc.) to develop community-based solutions, leveraging learning from our work across the country. The campaign maintains the critical tenets of Collective Impact success, including a centralized infrastructure through a backbone organization with oversight, staff, continuous communication; a formalized process to lead to shared measurement; and mutually agreed-upon accountability among all members.

2. Theory of Change: Key Nutrition Programs

Each local campaign includes two key components: (1) ensuring that kids have access to critical federal nutrition programs like school breakfast and (2) offering nutrition education programming to enhance families' shopping and cooking skills for home meals. The campaign maximizes participation in the five federal programs that are critical to ensuring children are receiving meals: (1) School

Narratives

Breakfast, (2) Summer Meals, (3) At Risk Afterschool Meals, (4) Supplemental Nutrition Assistance Program (SNAP), and (5) Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

In addition, campaigns deliver nutrition education to families by deploying programming directly or through partners. Cooking Matters, a program developed by Share Our Strength and delivered for 20 years, is a leading provider of direct nutrition education programming with cooking courses and grocery tours, as well as a proponent of nutrition education nationwide. Nutrition education enhances the NKH campaign by empowering families to strengthen the home meal for their children by teaching key shopping and food skills to cook healthy meals on a budget. This strategy is particularly important in summer, when school is out and families rely more on home-based meals. It also empowers families as an integral part of the solution to more effectively feed their kids.

Each campaign determines their top priorities and supplemental focus areas depending on their strengths and local need. Below is a list of sample tactics campaigns use to reach goals:

- Encourage schools to become nutrition hubs for children by demonstrating the financial business case, and providing technical assistance;
- Support schools to make breakfast part of the school day by offering alternative breakfast models through small grants and technical assistance, such as breakfast in the classroom, which is shown to radically increase participation in school breakfast compared to traditional cafeteria style;
- Generate political will to support breakfast with administrative or legislative changes that make programs more effective;
- Grow the availability of summer and after school meals by supporting sites through small grants and technical assistance;
- Develop strategies for mobile meals for summer and after school;
- Run outreach campaigns to families, including hotlines, texting, postcards, and robo-calls to share details on availability of summer meals;
- Leverage data matching to identify eligible families using state program data and reach out to those families to provide application assistance;
- Ensure WIC efficiency at the state level to reach as many mothers and children in need as possible;
- Offer low-income families Cooking Matters programming to grow families' ability to prepare healthy meals on a limited budget, stretching current SNAP/WIC dollars for those participating.

3. Theory of Change: Role of Share Our Strength

Share Our Strength has two primary program roles in the NKH campaign: (1) Create a national

Narratives

movement by elevating the issue of childhood hunger and solutions with public and private sector leaders and the general public; and (2) Expand and support the capacity of local campaigns to deliver concrete results to eliminate childhood hunger. The proposed SIF project focuses on investing in these local campaigns with grants, technical assistance, and capacity building. These investments are the key driver to our Theory of Change. The services listed below are currently offered to our partners and would be offered to SIF subgrantees, in addition to services described later in the proposal.

-Backbone organization grants: Larger grants for backbone partners focused on activating the campaign, establishing the collective partnership, building capacity, and supporting program costs.

-Continuous communication: The NKH field team at Share Our Strength's HQ works directly with local campaigns. The field operations are in constant contact with the local campaign teams, acting as a hub for the flow of information to ensure campaigns are on track with the resources they need.

-Ongoing access to best practices: A catalyst for research and the exchange of ideas, the NKH Center for Best Practices (Center) leverages our solutions-based approach to unite the anti-hunger community and amplify our results. In one year, more than 55,000 online visitors from all 50 states utilized the toolkits, webinars, and other materials. The Center provides the tools, resources, and direct technical assistance needed for campaigns to achieve success.

-Strategic planning and goal-setting support: Our measurement and planning teams support campaigns to plan and set goals, leveraging our grants database and accessing state and federal data to forecast impact.

-Networking and peer learning opportunities: Throughout the year there are opportunities for peer learning such as regular convenings and ongoing webinars.

-Communications support: Our communications team has customizable templates for local campaigns to increase awareness; amplifies press attention to the work of our partners; and serves in an advisory capacity for partners seeking communications expertise.

-Smaller grants for field organizations: A successful strategy to increase program participation is administering smaller field grants to drive local progress such as supporting a local school to offer breakfast in the classroom, purchasing a refrigerator to extend the capacity of a summer meal site, or supporting key actors to join the partnerships. Our team administers these grants directly, in close collaboration with local partners. We understand that SIF funds cannot support these grants, and we commit to raise the necessary funds for these field grants outside of this project.

4. Theory of Change: Quantifiable Goals & Tracking

As we prepared to launch the NKH campaign, we developed a model to quantify success in

Narratives

consultation with various experts and through rigorous analysis of existing data. We defined the need by focusing on the children participating in the National School Lunch Program. With our campaigns, we develop shared objectives, with the goal of reaching the benchmarks below. Attaining these benchmarks would mean that every eligible child is receiving the meals they need.

1. Provide 70% of kids eating free and reduced price lunch a free and reduced price healthy breakfast through the School Breakfast Program;
2. Provide 10% of kids eating free and reduced price lunch supper through the At-Risk Afterschool Meal Program;
3. Provide 40% of kids eating a free and reduced price lunch summer meals through the Summer Meals programs;
4. Help eligible families access Supplemental Nutrition Assistance Program (SNAP), formerly known as food stamps by reaching as close to 100% of full participation of families with children as possible;
5. Ensure that mothers and children have access to Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) by maximizing coverage rate; and
6. Encourage healthy food choices on a budget through nutrition education programs, serving a significant percentage of low-income mothers with children aged 0-5 in key geographies.

With campaigns, we set mutually agreed upon annual milestones and track progress to goals quarterly. For example, for Arkansas' NKH campaign, the 2014 goal is to increase breakfast participation to 64% and in 2015 to reach the 70% benchmark.

iv. NKH Campaign Progress & Evidence to Date

When the NKH campaign launched in 2010, we established a targeted strategy to heavily invest in select states to prove the concept and develop an evidence base, while concurrently seeding broader activity in other states and metropolitan areas. Four years later, we have generated significant proof. In fact, across all campaign areas, states and cities have experienced a sustainable increase of over 100M more meals for children and over 450,000 families participating in Cooking Matters programming since our launch. We are requesting SIF support to help us roll-out the model nationally, focusing on 10-12 SIF subgrantees in diverse geographic locations. Our progress for proving the concept and rolling the model out nationally and how that positions us to be successful with a SIF grant is outlined below.

1. Prove the Concept

To date, we have heavily invested in two key states to prove the model - Maryland and Arkansas. Share Our Strength directly manages the backbone organization in Maryland to deeply understand

Narratives

the process and gain credibility with partners. In Arkansas, we have a partner-driven model, where the backbone effort is led by a local organization, the Arkansas Hunger Relief Alliance. In both states, the governors are actively involved in the partnerships, setting goals, and providing influence to motivate stakeholders. Both states are making tremendous progress, and are on track to achieve benchmark goals by 2015. Specifically, we have reached the following milestones since 2010:

- Arkansas: From 2010 to 2013, the campaign achieved an increase of 14.3M meals served to children in need each year, representing a 62% increase in nutrition program meals feeding over 92,000 additional children. We are 78% of the way towards reaching our optimum school breakfast participation goal in the state; we have already achieved 100% of the after school meals goal, and have made considerable progress in summer meals, with Arkansas showing the highest increase of any state in total meals from the summer 2012 to 2013 by adding 1.6M additional meals. The USDA recently visited Arkansas to study the campaign's successes and plans to use the state as a model for summer meals service across the U.S.

- Maryland: From 2010 to 2013, achieved an increase of 11.4M meals served to children in need each year, representing a 54% increase in nutrition programs feeding over 90,000 additional children. We are 74% of the way towards reaching our optimum school breakfast participation goal, 70% of the way to reaching our after school meals goal, and have made considerable progress in SNAP, WIC, and summer meals.

2. Roll Out Campaign Nationally

In addition to these key areas, we have invested in campaign activity to varying degrees across all 50 states, ranging from governor-led collaborative partnerships to smaller grants to increase access in a single program. We have intentionally invested nationally to plant the seeds of NKH in localities across the country. In addition to Arkansas and Maryland, we have developed 15 state and city campaigns by investing in the capacity of high performing backbone organizations that are interested in and have the potential to adopt our proven strategies. Over the next several years, we will bring the campaign to all 50 states, to ensure that every child has the meals they need. The support provided by SIF funding will help us accelerate and strengthen this national roll-out - propelling us much closer to the day no kid hungry is a reality in America.

The process for preparing a new campaign to launch typically begins with identifying a backbone organization and activating the political will of the Governor's office. The backbone organization then begins the careful work of assembling the right stakeholders to the partnership- not only the right entities but the people of influence within those entities. The Governor's support helps ensure the

Narratives

heavy involvement of the key state agencies that administer programs. The collective effort grows through the life of the campaign, as new champions are identified. The partnership sets a regular schedule of meetings, goals, priorities, and detailed action plans.

There is evidence of consistent program growth across all campaigns. Some highlights include:
Michigan: With our support, our partner United Way of Southeastern Michigan worked with the Department of Education and other partners to create a summer meal campaign called "Meet Up and Eat Up". The campaign received attention in communities across the state, with a focus on making summer meals cool and fun. Statewide, Michigan NKH helped to increase in the number of meals served by 9%, or 270,000 additional meals.

Los Angeles: With our support, partner California Food Policy Advocates partnered with L.A. Mayor Antonio Villaraigosa and several partners to implement breakfast in the classroom in every school in the L.A. Unified School District. By the end of the 2012-2013 school year, the District had served 9.5 million more breakfasts. That's an 89% increase in participation. Each day, more than 193,000 kids in nearly 10,000 classrooms start the morning with a healthy breakfast in the classroom. Once fully implemented, this change in delivery is expected to reach over 400,000 kids in need.

Washington: In 2014, we granted to the United Way of King County in Washington state to mobilize a pilot project for serving alternative breakfast models to make breakfast part of the school day. Utilizing learnings from other campaigns, we are helping the United Way of King County target key schools to be a part of the pilot. We hope this pilot will be the beginning of a statewide effort.

v. Measurable Outcomes

We estimate that the contemplated SIF \$15M investment over four years will provide a return of ~175 million more meals for low-income children, and an increase of over \$350M in annual federal reimbursement flowing into the state. Depending on the location and total eligible population of the subgrantees, this investment will significantly advance the mission to end childhood hunger. We will not be able to predict the progress exactly until we see the specific subgrantee applications and their current participation rates. This analysis will be a key part of our screening process for subgrantees. In addition, we would expect to increase participants in nutrition education programming by nearly 100,000 families in this time frame, while maintaining high levels of effectiveness of the nutrition education programming by monitoring participant behavior change.

By the close of the grant period, we expect to grow the evidence base that further strengthens the NKH campaign. Specifically focused on the 10-12 proposed SIF subgrantees, we will have a thorough understanding of progress to date including total additional meals and kids served, participation and

Narratives

coverage rate changes, and overall sustainability of the changes from year to year. In the grant timeframe, we expect demonstrable increases in participation in all programs will be achieved. We will also have documented the key causal interventions and strategies that will allow for even further replication. In addition to the SIF funds, we will continue to invest heavily in this model in separate geographies that will also support and inform the implementation and evidence-base of the SIF project. This work will continue to improve our overall model until we have implemented the NKH campaign in every state in the country.

The annual targets set by each campaign represent what is achievable for any given state given their baseline and capacity. To best track and report the campaign's social impact, we monitor the following key indicators: Increase in school breakfast participation; Increase in summer meals participation; Increase in after school meals participation; Increase in SNAP participation rate among eligible households; Increase of WIC coverage rate; Increase in budgeting, shopping, and food preparation skills through Cooking Matters participation and behavior change.

In addition, to help campaigns track progress in the short-term, campaigns develop a set of intermediate metrics to track progress on specific strategies. Some examples of these short-term metrics include: Number of schools that implemented alternative breakfast models; Number of schools that received technical or financial assistance; Number of partners that joined collaborating tables; Number of Cooking Matters courses scheduled.

This tracking and accountability is rooted in business best practices, translated to our work. As a result of establishing and tracking NKH achievements against these targets, we can quantitatively demonstrate progress towards improving outcomes for children.

b. Description of Activities

i. Description of Activities: Subgrantee Strategy

We are seeking \$15M over four years to support scaling of the partner-led, NKH campaign in 10-12 states, cities, tribal communities and rural zones across the country. We are putting in this range to account for flexibility in our use of funds depending on the strength of applications, our confidence in the subgrantee's ability to match with our support, and our desire to ensure a mix of localities. This support will allow us to grow faster to reach our long-term NKH goal to eliminate childhood hunger for every child in the United States. Our work in Maryland and Arkansas has demonstrated the program strategies, staffing structure, types of partnerships, and level of funding - the "blueprint" for No Kid Hungry - required to make the game-changing, sustainable change necessary to ensure that children have access to the nutritious food they need to thrive.

Narratives

Subgrants will go to backbone organizations in order to deepen and accelerate the models in states where preliminary campaign activity has already started as well as to launch new campaigns in other high need areas of the country. Backbone organizations will be responsible for key collective impact activities such as establishing the vision and strategy, driving program activities, advancing policy, identifying additional funding resources, and establishing shared measurement practices. Subgrants will support campaign staffing and program costs. We will supplement the SIF grant with additional funds to support field grants that can help to increase participation.

Our ideal sub-grantee profile is a non-profit organization with the following characteristics:

1. Experience convening cross-sector collaborations and embracing the principles of collective impact
2. Has close ties with the state agencies implementing federal nutrition programs
3. Views alleviating hunger as a critical component of their mission
4. Has strong leadership that can embrace the idea of a transformational solution to the issue versus incremental change

Other key success factors include: existing partnerships in state and local government, community, and education; field and advocacy experience with hunger issues in their targeted area; capacity to support these diverse hunger alleviation and awareness efforts including the ability to hire a strong team quickly; a proven ability to fundraise; comfort working in a data-driven accountability model; and an established infrastructure including robust financial and human resource systems. We expect that the ideal partner is an established organization with a strong reputation in the community and an estimated annual operating budget of at least \$1.5M. However, we are open to unique applications from newer and smaller organizations that have compelling proposals.

We will make specific awards depending on subgrantee capacity, strength of existing local partner network, level of need in area, and ambitious yet achievable multi-year plan. An average campaign budget per subgrantee would be \$300,000 to \$400,000 in year one and \$600,000 to \$1.0 million in the subsequent 3 years including subgrants and match dollars, depending on capacity to match and deploy. At this level campaigns can make substantial progress toward achieving the long-term goals of NKH. Depending on the quality and readiness of the applicants, we plan to disburse funds to have as broad and deep an impact as possible.

1) Subgrantee Pool of Applicants

We are confident that we will have a strong grantee pool for selection as subgrantees. Much of our NKH campaign work since 2010 has been to create a strong pipeline of organizations adopting the NKH campaign model. In addition to making the SIF grant opportunity public through various

Narratives

traditional grant making channels, we have a vast existing partner network who would be invited to apply. All applications, regardless of experience with us, would be vetted in the same way. We are sharing the networks below to demonstrate that we already have a strong pool of potential candidates. Below is a description of our partner networks:

- Tier 1 Partners: Represents those partners with whom we have the strongest relationships, most regular contact, and highest investment to date. These include partners in the states of CO, CT, DC, FL, GA, IL, MI, MT, NC, TX, VA, and WA and city campaigns include Los Angeles, New Orleans, and New York City. Each Tier 1 partner receives annual grants, strategic planning, technical assistance, collaborative grant strategy and administration and engagement in our regular convenings.

-Tier 2 Partners: These partners are defined as organizations where we have limited formal agreements but consistent relationships and campaign activities. We have Tier 2 partners in 18 additional states including AL, ID, IN, MN, MA, MI, MN, NE, NV, NH, NJ, NM, OH, OR, PA, SC, VT, and WI as well as 26 Cooking Matters partners across the country. Tier 2 partners receive some grants, limited technical assistance and field support, and inclusion in our regular convenings. Cooking Matters partners also receive extensive reporting and content updates for courses and tours, as well as ongoing evaluation services.

-Tier 3 Partners: These 3 partners receive smaller grants for specific projects or work on smaller scale projects. Over the past 30 years, Share Our Strength has invested in approximately 2,300 anti-hunger organizations across the country. These range from large food banks to smaller community organizations. We will directly engage our higher operating capacity grantees in this selection process, and invite this cohort to apply as a part of our commitment to notify this network about relevant grant opportunities. Stored in our grants system, this pool has developed through a combination of our extensive historical granting network, high quality programs that we were unable to fund, recommendations from national partners and a rolling Letter Of Intent screening process on our website.

Finally, through our vast partnership network we would get the word out nationally regarding this opportunity, including access to our existing partners' networks such as the National Dairy Council, America's Promise Alliance, and our diverse corporate partners and foundations. This process will help us identify additional high performing organizations for support separate beyond our SIF grantees.

2) Subgrantee Selection

In the first quarter of Year One, we will initiate an open and competitive RFP to fund collective impact backbone activities and field work in 10-12 key areas across the country for an investment

Narratives

period of four years. We will have a rolling calendar of awards and onboarding depending on timing of applications and readiness to implement, with all Year One sub-grant dollars committed within six to eight months of the SIF award. We will use our existing grants administration system to administer the process, enlisting a selection committee composed of internal and external experts.

The SIF sub-grants will support substantial expansion of the program model in existing areas and expansion of new campaign activities in areas that are not active today. Applicants will be evaluated against their peers on the following key success factors, which fit directly with our Theory of Change:

- Partner network and plan for activating the collective impact model, demonstrated by a proven ability to convene cross-sector partners
- Strength of plan - how they are expanding the campaign to under-served areas of their state, new sub-group populations (e.g., children living in Tribal communities), and/or adding new components of the campaign (e.g., adding school breakfast goals).
- Total area need and expected impact - the number of kids in need and estimates of progress that could be made in the grant period, given preliminary strategies.
- Capacity - particularly leadership vision, talent, evaluation, fundraising, administration and compliance systems.
- Strength of existing area political will and relationships as demonstrated through historical success in advancing policy.
- Sustainability of plan - organization's historical fundraising success, ability to fundraise in the short-term to support this plan and longer-term beyond SIF grant.

We will be intentional in our selection to ensure a mix of established and new partnerships and state, city, and other targeted areas campaigns, with special consideration for those operating in areas where children are the hardest to reach, such as kids in rural geographies and tribal communities. We expect to grow the level of funding from Year 1 to Years 2 -4, to allow time for ramp up. Heavy emphasis on capacity building from Year 1 on will ensure that subgrantees are prepared to continue the work in Year 5 and beyond. Subgrantees will need to meet mutually agreed upon milestones to be eligible for renewal each year.

To determine the exact funding awards needed for each subgrantee, we have a detailed financial projection model that is driven by understanding how large the gap is between those children eligible for federal nutrition programs and those participating, specific geographic constraints and density of population of need, number of schools that will need direct intervention, and activities of other community organizations.

Narratives

ii. Description of Activities: Proposal for Evaluation

1. Evaluation Strategy

We propose to evaluate program success with a portfolio evaluation strategy that compares key model components, and levels of program participation in both pre-intervention and post-intervention stages, on a regular data collection schedule. While there are isolated studies on the impact of various separate programs, there has not yet been an assessment of the transformational and correlational impact on ending childhood hunger that can be achieved through growth in all five federal nutrition programs, especially when complemented by proven nutrition education to participants, delivered through a collective impact model. We are excited by the possibility to test our refined model in 10-12 geographies with a rigorous process, to build evidence to support this model through research led by third party evaluators. In addition to communicating and sharing best practices amongst subgrantees and fostering continuous learning, ongoing discoveries and packaging of identified best practices will be available to the field at large through our Center for Best Practices.

We will adopt a quasi-experimental, interrupted time-series design to evaluate our campaign activities. We would expect to invest most heavily in evaluation in Years 1 and 4. Years 2 and 3 also have regular data collection time points as part of the quasi-experimental time-series design. At each time point, we would collect information on our campaign activities, as well as identify corresponding time points for collecting participation rates. A pre-intervention study would gather data through a combination of interviews, surveys, and existing research to determine current levels of collaboration, awareness of the issue, and baseline participation numbers. The key research questions to answer in the pre-intervention are, "What is the current state of collaborative action and participation in key federal nutrition programs and nutrition education? What are the proposed plans, hypotheses and assumptions, as well as specific milestones from Year 1 to Year 4? What are key actors' attitudes about the issue today (e.g., a state agency that is focused on limiting access to summer meals in order to remain compliant versus looking for opportunities for growth)? What is the current amount of resources - staff and financial - going to this issue today?" We will look to have an evaluator, informed by our experience, help identify favorable or unfavorable variables in the external environment, for example, a state legislature that does not support federal nutrition programs.

Since timely availability of data is highly reliant on local agencies, we will begin developing relationships with relevant players from day 1, and use our national or state-level influence where necessary, to support data collection. Because of our experience, we have deep knowledge on the challenges of accessing regular data on participation and how to overcome them. For example, with

Narratives

our support and influence, the state of Maryland increased regular data availability and transparency on key child hunger indicators. The Maryland campaign now receives breakfast participation by school in Maryland on a monthly basis which helps with targeting schools for intervention and to track progress - data which was not available when we started the campaign. We help agencies share data with us by understanding their current data limitations, making requests that take into account the current situation, and influencing officials to invest in changes in data systems and processes where possible. With our support, our evaluation partner will collect both quantitative and qualitative data throughout the grant period. We will run analyses at our key milestones to illuminate correlations between our collaborative campaign activities and increased federal food assistance programs, while guiding any modifications to data collection methods.

The post-intervention period, which would begin in Year 4, would serve as a time to collect final data points, run the appropriate correlational and causal data analyses, and officially establish the evidence case. Our overarching questions are, "how do key short-term and intermediate campaign outcomes interrelate? Do they correlate with long-term program participation outcomes? Which short-term and intermediate- program outcomes (attitudes, resources, etc.) are most influential to the model's success in increasing participation?" Other important evaluation questions include:

- What has been the participation progress and trends to date?
- How have attitudes of key stakeholders shifted?
- How has the collective impact partnership table evolved? (e.g., number of actors, quality of participants, decisions made)
- What are the total resources spent on this issue in terms of staff time? (staff within nonprofit organizations plus local agencies and schools)
- What were key tipping points, as evidenced by the data?
- How has the campaign performed against plan?
- What are causal drivers of better than expected or worse than expected results?
- What health improvements have been demonstrated among participants?
- How are school test scores and other key school success factors such as attendance impacted?

We are confident this quasi-experimental time-series design, correlating our campaign activities to program participation, would provide at least moderate, and possibly strong evidence of program effectiveness. While including a comparison group at the state or city level was considered, it would be difficult to find an appropriate state or city that would match our intervention groups and be willing to provide data. Without a comparison group, we will control for bias statistically. We also recognize the

Narratives

limitations of self-selection and the possibility that history, or events outside the campaign, could impact participation rates.

2. Subgrantee Evaluation Support

We are committed to providing support and training to subgrantees to strengthen the program model, and the critical feedback channels that support successful implementation and evaluation. We will work with subgrantees during the application process and following the award to assess existing organizational capacity, and ensure there is adequate training and resources to carry out necessary evaluation components. This work will form the core of each individual subgrantee evaluation plan. The expertise of our internal evaluation staff, and our ability to access a network of evaluation experts will ensure strong technical assistance training to a variety of grantees with a wide range of expertise and capacities. Our staff will deliver regular one-one-one technical assistance, check-ins on progress to goals, group trainings via monthly teleconference, and in-person gatherings provide to build capacity for evaluation.

We will develop the evaluation plan in conjunction with both a hired firm and our partners, and provide technical assistance in deciding on the actual indicators (measures) for each component of the Theory of Change to ensure that the program can be evaluated. Years of evaluation experience have resulted in our collecting a reference library of validated surveys, focus group guides, interview guides, and other tools from pre-existing or ongoing evaluations. Depending on subgrantees' capacity and experience, as assessed by our team, we will determine the optimal way for each subgrantee to approach the collection, monitoring, and reporting of evaluation measures. This process may involve developing or refining existing services and infrastructure support, which include quarterly reports on program participation, an online database partners can use to input appropriate process indicators, or customizable online survey systems to collect data from a variety of stakeholders.

Once captured, we will roll up process indicators into our national system, with our team providing the necessary analytics to guide technical assistance, refine our approach, and communicate overall impact.

3. Evaluation Partners

We have deep experience developing strong research RFPs and working with external evaluators to develop evaluations with methodological rigor and academic credibility, while ensuring that the results are actionable for our work. Once we receive notification of a SIF award, we will generate an RFP and share with our network of evaluation firms, universities, and other industry experts.

We will contract with strong research partners to guide the development and execution of evaluations,

Narratives

as we have on numerous past evaluations of our food access and nutrition education work. Our vast evaluation experience is detailed in the Organizational Capabilities section below. We understand the steps to developing a strong collaborative relationship with research partners, and guiding projects to completion by advising the content, collaborating with partners in the field, ensuring regular feedback loops, and providing technical assistance as needed.

We have worked with partners spanning the breadth of academic institutions (Johns Hopkins, UNC-Chapel Hill, Brandeis), nutrition education and policy centers (Altarum Institute, Gretchen Swanson Center for Nutrition) and consulting firms (Deloitte, APCO, Corona Insights), as well as have established relationships with Mathematica Research, USDA Economic Research Service, USDA Expanded Food and Nutrition Education Program, and Society for Nutrition Education and Behavior. In addition to the traditional funded third party evaluators, we have had strong support from pro bono partners such as Deloitte in helping us to determine the effectiveness and benefits of our programs. We will continue to actively pursue those types of in kind relationships to supplement the paid evaluator work.

All evaluation will supported by our internal evaluation and research staff, including our experienced researchers and evaluators in our dedicated Center for Best Practices, and our measurement and strategic planning teams.

4. Evaluation Budget Detail

We are budgeting \$350,000 for third party support in Year 1 for evaluation, which will include developing the evaluation plan, setting baselines, and working directly with partners to establish the local approach. We will leverage existing tools and learnings where possible to help defray costs, as well as provide relevant historical data for program participation that we receive through our partnership with USDA. In addition, we expect to dedicate a significant portion of internal staff member's time to sourcing and managing this evaluation and ongoing support of the subgrantees evaluation efforts.

iii. Description of Activities: Proposal for Innovation & Continuous Improvement

As described above, closing the gap between those eligible for programs and those served is of national importance for America's youth to be prepared for successful futures. The core of our model is proven - the path to sustainable change is cross-sector collaboration, starting with the establishment of a core partnership table, setting of mutual goals, and development and implementation direct field work and influencing key decision-makers. While we have made tremendous progress in developing specific strategies that increase participation in the target programs to ensure children in need have three

Narratives

meals a day, we know we must continue the active pursuit of new innovations to move farther, faster. We continue to push transformational and incremental innovation.

There are three main ways we ensure continuous innovation and improvement:

-Local Campaign/Subgrantee Innovation: We encourage innovation and testing at the field level with grantees, and are regularly learning from our grantees successes and failures. We encourage experimentation and risk-taking.

-NKH Program Innovation Lab: In 2014, based on our need to continuously identify and vet new ideas for transformative strategies, we invested in a dedicated team to staff the NKH Program Innovation Lab. We recognized that many new ideas and experimentation were happening widely in the anti-hunger sphere and in many cases specifically by our partners-on-the-ground, but we were missing a systematic and rigorous process for determining which will bring us closer to our goals. The Lab leads a systematic process for determining best bets for achieving our goals. For example, the Lab is currently assessing strategies that could increase breakfast participation in lower need schools, where alternative models for breakfast such as breakfast in the classroom are not adopted at the same levels as in high need schools due to financial concerns.

-Ongoing Grants Outside of Campaigns/Subgrantees: We have flexible spending that can innovation through smaller grant awards to organizations pursuing new strategies, and ongoing scanning of the field for best practices that can be integrated immediately with limited research.

iv. Description of Activities: Proposal for Growing Subgrantee Impact

Our approach to growing effective subgrantee program models is to develop a strong partner relationship with subgrantees. We demonstrate effective principles of partnership by setting a shared agenda, ensuring continuous communication, and remaining flexible to each other's needs. Our philosophy is to leverage all of our assets to ensure partner success.

1. Subgrantee Year 1 Capacity Assessment

During Year 1, we will partner with our subsidiary consulting firm, Community Wealth Partners (CWP), to complete a customized organizational capacity assessment of the 10-12 subgrantees. CWP has implemented capacity-building and peer learning programs across the country working with national networks, state initiatives, and local community organizations through the support of more than 50 foundations, including the Annie E. Casey Foundation, the Wells Fargo Regional Foundation, and The Robert Wood Johnson Foundation. These programs have resulted in more effective cross-organizational partnerships, stronger leadership, financial stability, and an increased capacity to sustain impact.

Narratives

We will work in close partnership with CWP and our subgrantees to design and implement a customized capacity assessment process that includes both a self-administered assessment tool and one-on-one technical assistance conversations with leadership from subgrantee organizations. This assessment process builds on a similar process Community Wealth Partners currently implements for the Annie E. Casey foundation's Kids Count program. It will systematically focus on multiple organizational competency areas required to function effectively as a backbone, including (but not limited to): Strategic leadership, governance and decision-making; Organizational development (including culture, human capital capacity, financial management, board development, etc.); Data analysis and evaluation; Strategic Communication and advocacy capabilities; Stakeholder engagement and partnership; and Financial sustainability.

This assessment will result in a comprehensive understanding of the major assets, strengths and growth areas for each subgrantee leading a local NKH campaign. Following the assessment process, CWP will work to design multi-modal capacity building interventions to meet those needs.

2. Subgrantee Ongoing Support

We are committed to the long-term success of subgrantees. Our subgrantee services will include (1) grants and grants administration, (2) regular communications support, (3) ongoing access to best practices, (4) strategic planning and goal-setting support, (5) evaluation and data tracking on progress, (6) program technical assistance such as how to implement breakfast in the classroom at a school, (7) networking and peer learning opportunities, (8) deep advocacy experience to help advance local policy and systems changes, (9) connection to potential funding partners, and (10) financial and compliance support and monitoring. All of these services will be managed by the subgrantee's central point of contact on the Field Operations team who is responsible for identifying opportunities to use our assets to advance a partner's progress. In fact, our internal assessments of the Field team member's personal performance is directly linked to subgrantee success to goals. Additionally, we ensure that we can provide campaigns with practical, useful tools and train them on how to use them within their own contexts.

By working with our organization, our partners are able to add another layer of evaluation and critical thinking to their work, maximizing the resources applied to the challenge. One example of the depth and breadth of support we offer our partners is illustrated by our breakfast targeting activities. Working with our campaign partners in Maryland and Arkansas, we helped create target lists of schools to proactively pursue to offer alternative breakfast. Using our access to a database with specific school information on every public school in the country, we synthesized demographic

Narratives

information of each school along with the participation rates, as available. Through a collaborative process where partners share the potential of specific school districts based on their knowledge and relationships, together we refined the target list to prioritize outreach and grant strategy. By developing a methodology to identify the strongest potential schools for grants and/or technical assistance, we were able to ensure major growth in states' breakfast participation. A combined 27,921 additional kids participated in the School Breakfast Program in 2013 compared to 2011 in the two states, according to USDA data. The positive results of this strategy led us to work with other partners around the country to develop similar breakfast targeting techniques that would help states be more effective in their outreach and distribution of grants.

3. Subgrantee Long-term Sustainability

We are committed for the long-term to our subgrantee partner relationship. Intensive capacity building and technical assistance is inherent to our model. As described above, we will be committing internal and external resources to strengthen subgrantees. We will also fully expect to continue supporting them as needed past the grant period. Longer term, we are hopeful to build local champions for this work that will require less of our direct grant dollars, but will stay actively engaged in our network of partners and best practices.

Organizational Capability

With more than 30 years of experience in grantmaking and growing program impact through partners, we are a champion for America's children. We are the leading national organization dedicated to ending childhood hunger in the United States, with a strong history of grantmaking, partnership, evaluation, and fundraising. We are also the largest non-governmental provider of nutrition education programming with over 20 years of experience implementing our Cooking Matters nutrition education courses and store tours with our partners. Our nearly 200 staff have a diverse set of program, communications, development, and management skills, all of which contributes to the success of the NKH campaign.

a. History of Competitive Grantmaking

Since our founding 30 years ago, we have supported over 2,000 organizations fighting hunger across the United States and internationally, investing an estimated \$123M directly into the field. In 2013 alone, we've invested \$9M in more than 600 organizations across all 50 states. Grant sizes range from \$670,684 to support a large campaign to \$500 to support a small community organization offering summer meals. Through a diverse array of funding platforms, our impact for the first 20 years was made by grantmaking to anti-hunger organizations to support innovative approaches to addressing

Narratives

hunger and poverty in their community. As our strategy has evolved, our grantmaking has shifted to prioritize funding of the NKH campaign model - a strategic approach to ending childhood hunger in America. Based on this history, we are well positioned to conduct a competitive subgrant selection process to identify high performing nonprofits scale with a SIF award.

i. Experience Implementing Grant Programs With A Proven Approach to Evaluation & Selection
Below we highlight multiple programs demonstrating our experience selecting and awarding competitive grants to nonprofits, as well as supporting key partners.

1. Starting in 2003, we began prioritizing our grantmaking to organizations that were improving access to and availability of federal nutrition programs with the creation of the Great American Bake Sale Grant program and later in 2008 with the Great American Dine Out Grant program. Over \$3.8M was granted to 522 organizations across all 50 states during the 7-year duration of these granting programs. Each year was highly competitive, with an annual average of nearly 170 applications submitted, of which only 38% were selected for funding. The grants supplied project-based support to applicants with innovative and sustainable plans to address barriers to serving meals to kids including increasing participation in meals programs or improving legislation and administration of those programs. Applications were reviewed and scored by a committee of hunger experts across the country - both academics and practitioners - and our internal staff. The major focus of selection criteria in the review process was to identify projects that clearly articulated a plan to address the barriers to program growth and how this increase in the capacity and capability to feed more children would be sustained after grant funds were spent.

2. As our national NKH campaign strategy evolved, we identified backbone organizations in many states that had the capacity and interest to launch local NKH campaigns. We provided these organizations with capacity-building grants that focused on coordination of campaigns, including establishing local cross-sector partnerships and implementing field strategies to increase program participation. Our internal teams complete intensive strategic planning with the partner to set a common agenda and develop a campaign plan. Each year campaigns sign a Memorandum of Understanding (MOU) that outlines the goals and requirements of the partnership. The plan includes a budget for the state that can range from \$100,000 to \$275,000 as well as a competitive sub-granting program to expand or establish new programs using smaller tactical grants that directly support organizations actively feeding kids through summer meals, after school meals, and school breakfast. These sub-grant decisions are made in collaboration with the lead partner on the ground, with a rigorous evaluation of how each sub-grant would contribute to overall local campaign goals.

Narratives

3. In 2012 we created an additional grant strategy with our NKH Allies program. In 2012 and 2013 combined, we invested \$660,000 in grants to 19 organizations in 18 states. We have broadly distributed an annual competitive RFP, with more than 100 organizations across the country expressing interest in becoming a NKH Ally. In addition to a grant, Allies are provided a higher level of technical assistance and resources through our Center for Best Practices around capacity building, communications support, programmatic support and access to our network for sharing best practices. Allies are selected through a 2-stage application process, where both Letters Of Intent and applications are reviewed and scored by a cross-departmental team at Share Our Strength. Organizations are also screened for financial security and have to be in good standing with state and federal law.

4. We have held national RFP processes open to the public to expand the reach of Cooking Matters grocery store tours across the country. Since 2012, we have made over 350 grants totaling an investment of over \$200,000 through this competitive grant program. Grant opportunities were promoted through national newsletters and social media. Interested organizations were encouraged to attend webinars to learn more about the opportunity. Applicants were then required to provide strategies for (1) recruiting volunteers, (2) identifying tour leaders, and (3) working with grocery stores, in addition to creating a project timeline and assessing staff capacity. Share Our Strength has found that these are key pieces that must be in place before an organization can successfully begin coordinating tours.

ii. Robust Internal Infrastructure

We have the capacity to successfully undertake the SIF subgrant selection process outlined above. The evolution of our grant making process has been driven by our insistence for accountability and results, remaining nimble and flexible in order to find the most effective strategies. We have supported this grantmaking philosophy with investments in talent, processes, and technology.

1. Talent - Our grants team includes program and process experts with multiple years of experience in grantmaking. The team is supported by teams working directly with grantees, best practice and innovation teams with the latest thinking on what is working in the field, and a robust finance team with the controls in place to ensure accountability of the funding. We have extensive experience reaching outside of our core team when needed to leverage external experts directly in the selection process and as overall advisors to our work.

2. Processes - We have an extensive library of developed applications and flexible review processes unique to each program's goals. Because of our historical grantmaking, we know how to handle large strategic grant issues such as what are the optimal grant amounts to get the best results as well as the

Narratives

key small details such as how to word questions to get the most salient answers. All of our grant applications require applicants to report historical data and project expected results in their grant proposal, and to regularly report progress. The data collected in both the online application and the grant reports are the same program-specific metrics we use to evaluate successful strategies and progress to reaching goals. In fact, our larger partner grantees mirror SIF subgrantee structure, and 100% report regularly and extensively on their performance. For smaller grantees that can be receiving as little as \$500 from our small grant program, 81% report results.

3. Technology - Our grants system is supported by our technology partner MMS Education who has more than 35 years of helping for-profit and nonprofit clients make a difference in schools. MMS ensures technology is optimized from application to award to reporting and that our data integrity and quality is high. In addition, MMS supports us with additional capacity for help desk/ technical questions during period of high activity. The grantee interface is user friendly and effective. Finally, through pro bono support of a large technology consulting firm and expert in predictive analytics, we developed 12 grant data reports to facilitate evidence-based grantee selection and analysis of grant outcomes data to assess campaign progress mid-year. All of our systems have been designed to support collective impact processes such as continuous communication and collaborative decision-making.

b. Experience Growing Program Impact

Together with our partners, we have delivered tremendous program impact growth over the past 30 years. Our role has consistently been one of organizer and catalyst, so ensuring that partners in the field have the funds, resources, and access to best practices they need to grow is a core objective of our organization. We have experience with supporting partners to achieve vast program scale and managing this rapid growth, ensuring that we are balancing the dynamics of the partner relationship, capacity, and urgency of need in their communities. Across all campaign areas, states and cities have experienced a sustainable increase of over 100M more meals for children since launch of the NKH campaign in 2010. Our Cooking Matters programming, all delivered through partners, has grown from 19,000 participants in 2011 to over 49,000 participants in 2013.

i. Past Efforts Supporting Grantee Program Growth

All program growth has been a direct result of supporting partner capacity and expansion. Through years of strengthening partnerships, we have developed a strong process to grow grantees. Past examples of impact and capacity growth with specific grantees include:

-Arkansas Hunger Relief Alliance (AHRA) - With our technical assistance and financial support

Narratives

AHRA has grown since the campaign launch in 2010 with 1 campaign manager to 11 staff in 2013 supporting NKH activities, and budget growth from \$422K to \$1.4M. Share Our Strength teams lead intensive annual strategic planning and goal setting sessions, followed by regular tracking of progress to goals throughout the year. AHRA provides quarterly financial reporting and progress to goals. A Share Our Strength field manager has weekly contact with the AHRA team to share updates and opportunities for best practices. AHRA has developed strong relationships with the Governor's office and key state agencies, having direct access to the Department of Human Services summer and after school programming databases and even administering the Department of Education's Arkansas Meals for Achievement program. In Arkansas, meal growth in breakfast, summer, and after school has totaled 14.3M since the campaign launch.

-A lead partner for our Cooking Matters program, Gleaner's Food Bank in Michigan started with the Cooking Matters program in 1995, when they served 146 course participants. By 2013 they were reaching 4,900 course participants and more than 900 tour participants. Gleaner's has received multiple grants for capacity growth throughout our partnership, as well as access to our resources, network of Cooking Matters practitioners, and regular attendance at convenings. A Gleaner's leader sits on our national Cooking Matters Advisory Council to help steer the direction of the national program. In addition, Gleaner's has expanded their campaign portfolio to contribute significant resources to growing Michigan's summer meals program.

ii. Resources to Support Successful Subgrantee Growth

We are structured, with the talented staff, existing processes, partnership experience, and proven tactics, to support subgrantee growth. In fact, a key requirement year after year of continued support is to have increasingly ambitious goals for local progress, and the plans and resources to achieve them. The following examples highlight the support given to our NKH campaign state and city partners which will mirror the SIF subgrantee. Levels of support for growth include:

1. NKH campaign partners receive weekly/daily support from our relationship management team in field operations, who is responsible for bringing the full resources of the campaign to bear to support their partners. In fact, field operations staff is directly accountable for partner goals being met as part of their own performance review process. An example is leveraging the Share Our Strength communications team to assist with their contacts to place an op-ed in a local newspaper that can help influence key stakeholders to support our programs.
2. Our experienced planning team works directly with campaigns to develop historical data analysis and current state assessment to set strong goals. Using predictive analytics, an understanding of

Narratives

favorable and unfavorable drivers in the current situation (e.g. a key school superintendent who supports growing school breakfast) and meeting facilitation skills, our team ensures that there are mutually agreed upon goals and plans that are set with rigor and collaboration.

3. Our grants team has grants specialists that regularly meet with partners to help determine grant amounts and a strategic mix of grants to achieve goals. Campaign partners have access to the grant portal for regular tracking of their grantees.

4. Our national partnerships team works to establish partnerships that are critical to the work of our campaign partners. We have strong relationships with national entities that have local influence. We often access these partnerships to help a local campaign - either to help ignite support from a local school nutrition administrator, energize a local Catholic Charities chapter to engage in summer meals planning, or connect USDA to a state agency that needs support interpreting program administration guidelines. Examples include our relationships with the USDA, the National Governor's Association, School Nutrition Association, America's Promise, Catholic Charities, and National Head Start.

5. Campaigns have access to our communications staff and library of resources. The stories behind child hunger are powerful, and we can dive deep into the issue with compelling individual accounts from across our national network. The communications team collects, produces, and distributes powerful content to help campaigns inspire local stakeholders. NKH content is used to raise funds, engage networks, increase advocacy, and influence the national conversation around hunger. This content is distributed online, on the blog, thorough emails, in photos, video clips, and social media. National communications partners like Good Housekeeping and Food Network get local stories on the national stage, and help increase the overall local brand of NKH.

We are regularly looking for ways to increase efficiency and impact of our resources. For example, we've built an online Learning Space with resources for Cooking Matters partners to automate consistent, quality training for facilitation of our Cooking Matters grocery store tour implementation. The Learning Space mechanizes training of tour volunteers using a standardized, online system, capable of reaching broader audiences. The Space includes a resource center, discussion board, and forum for tour leaders to connect and share their experiences.

iii. Best Practices

Subgrantees will benefit greatly from our Center for Best Practices, a fully staffed team that includes experts in policy and program implementation and ensures that best practices are continuously identified and shared. The Center provides toolkits, case studies, hunger stats, issue briefs, reports and direct technical assistance as needed. The team also hosts regular convenings for campaign leaders to

Narratives

share information and develop informal peer relationships. The following examples focus on the depth of the Center's recent work in the summer meals program. There are equally compelling examples for the Center's support of best practice sharing around all of the programs:

1. Partners benefited from the Center's first annual National Summer Meals Summit in the Fall of 2013, including over 200 people, with representatives from 46 states, including 41 state agencies, 53 state and national anti-hunger advocates and partners, and more than 20 representatives from the USDA. Attendees learned about innovative ideas, brainstormed new opportunities, and talked through ways to overcome challenges to increase participation in the summer meals program.
2. In February the Center launched the National Summer Meals Sponsor Survey in partnership with the Food Research & Action Center (FRAC) seeking to learn more about the experience of current and former sponsors in the program to identify best practices and pervasive barriers and understand the future plans for using the program. We received completed responses from nearly 2,300 organizations across the country (almost half of the total estimated sponsoring organizations). We are currently working to develop a national survey summary and make state-based reports available to partners for implementation insights, as they try to support existing sponsors and recruit additional ones.
3. USDA identified 5 states for intensive technical assistance around expanding participation in summer meals programs in 2014 and asked for our assistance in supporting the initiative. The Center for Best Practices team developed agendas, facilitator guides and planning templates to support collaborative state planning and worked closely with USDA to facilitate state planning calls. We believe that early and collaborative planning is essential for expanding summer feeding and are pleased that USDA has recognized us as a leader in this space.

c. Evaluation Experience

Due to our commitment to continuous improvement and to ensuring no child goes hungry in America, we have a strong internal evaluation team as well as regular outcomes tracking and quarterly partner meetings to develop learning and insights from performance. To supplement this internal expertise, we contract and hire for numerous third party evaluations of programs.

i. Past Experience in Program Evaluation & Evidence-Based Decision-making

Using our internal and grantee partner resources, we regularly evaluate progress to goals, candidly reviewing areas of opportunity or challenges for greater learning. We believe and invest in rigorous evaluation to inform our strategy. The ultimate test of our evaluation strategy is whether or not the analysis provides actionable insights that result in more meals for more children in need. All of our evaluation work, be it a short-term assessment of number of schools offering an alternative breakfast

Narratives

model in a local school district or a long-term look at the strength of our state-based participation targets to meet the need, are designed to make a difference for children. This is a process deeply embedded in everything we do.

Internally we set up a rigorous process of ongoing evaluation of campaign progress. We know the importance of common data measures when working collectively. Starting with annual planning and goal-setting, the currently 17 state and city campaigns lay out specific quantitative and qualitative goals for the work, with the ultimate goal of increasing program participation. Official quarterly reviews of progress to date, and an identification of whether a particular goal is at risk status helps us triage where additional resources or a change in strategy should be considered. We leverage these evaluation meetings to quickly inform other campaigns of innovations and best practices. For example, we are currently holding our 2014 Q1 reviews and have identified areas where summer meals programming is at risk, such as too few summer sites established at this point to meet our goals in Maryland, and are quickly taking action to mitigate before the summer hits by engaging additional resources on sponsor training and leveraging our community relationships for added site outreach. At a higher level, we are scanning partner work, and the field overall, evaluating what is working and helping make connections for our partners. We have also become a trusted resource and source of expertise for state agencies across the country. For example, Maryland's success with a Maryland Meals for Achievement program to support schools offering universal breakfast was the model for Arkansas' recent pilot of a similar program. The Maryland and Arkansas campaigns worked collaboratively to connect the Maryland State Department of Education with the Arkansas Department of Education, resulting in an investment of \$500,000 dollars in Arkansas, for a pilot that will hopefully grow to a larger state-wide program.

We regularly collect participation data at the school, site, city, and state levels. Our internal measurement team performs ongoing analysis of this information, and provides the findings and recommendations to our grantees, and ultimately the field. For example, we work with campaigns to follow the progress of schools that have implemented alternative breakfast models, but are reporting lower than projected participation at the school level. This targeting allows campaigns to send their field teams in to assess the situation for these anomalies, rectify if possible, and provide ongoing feedback to enhance the overall model.

In addition, we arm the partners themselves with helpful evaluation tools to support the local schools, summer sites, agencies, and other stakeholders participating in the partnerships. Two tools include the Summer Meals Site Capacity Evaluation Tool to help evaluate and improve site capacity to ensure a

Narratives

successful summer meals program, and the Summer Food Service Program Skills Assessment to help organizations identify activities associated with summer meals expansion efforts, identify the skill sets needed to accomplish these activities, and effectively leverage the assets of staff, non-profit partners, community leaders, and government officials.

We measure the Cooking Matters program outputs through a customized database populated with partner collected metrics, Salesforce, and participant surveys. Our analysis demonstrates that course participants are increasing their knowledge, skills, confidence, and behaviors in regards to key curriculum objectives and that tour participants are increasing their likelihood to implement key behaviors like eating more fruits and vegetables and eating out less often, taught during the tour. Our surveys have been validated and tested to ensure we are reliably and accurately measuring the behaviors that we seek to change. Regular reporting informs partners of progress and identifies areas for improvement.

We have contracted with dozens of external evaluation and research partners for specific projects to inform our strategy and investments. Highlights from 2012 and 2013 follow, as well as how we used the findings to inform decision-making.

1. Our pro-bono partner Deloitte produced "Ending Childhood Hunger: A Social Impact Analysis," which revealed the dramatic potential associated with the simple act of feeding kids a healthy school breakfast. For example, the study showed that students who eat school breakfast achieve up to 17.5% higher scores on standardized math tests. In turn, these children are 20% more likely to graduate high school by attending class regularly, and once they've graduated, earn \$10,090 more annually.

Nationally and locally with our partners this research is used to help influence stakeholders such as state officials and school administrators to actively support breakfast growth.

2. We hired the Innovation Network to evaluate the early outcomes of our Collective Impact model. This evaluation examined the campaign coalition-model and found that the result of the campaign activities was as intended: increased collaboration among advocates, agencies and families; additional resources mobilized to support the issue of childhood hunger; and increased buy-in and support from key stakeholders. This data confirmed and helped hone our collective impact approach and model.

3. We managed and supported summer meals evaluations in Colorado, Maryland, Arkansas, and North Carolina. The summer meals evaluations examined expansion programs to determine the most effective ways to increase participation and what processes and management systems lead to the best outcomes. We funded and partnered with outside organizations including Mission Spark, Brandeis University, Arkansas Advocates for Children and Families (AACF), and University of North Carolina

Narratives

at Chapel Hill. These results have directly informed summer strategy to identify areas of high need with low service, characteristics of highest performing sites, and the overall challenge of summer sponsor and site retention from year to year. These insights have resulted in our ongoing research into summer sponsor strengthening strategies such as active retention calls and technical assistance.

4. We partnered with research firm Global Strategy Group to conduct summer meals focus groups with low-income parents to learn about awareness, or lack thereof, among eligible families, and barriers or incentives to participating in summer meals. Focus groups were conducted in Little Rock and Pine Bluff, AR; Denver, CO; and Baltimore, MD. We discovered key findings to help us address barriers, adjust our communications strategy, and promote these programs. All of these findings were communicated and interpreted by our partners in their local markets. Actions included: changing marketing that was previously focused on "free summer meals" and emphasizing how summer meal sites provide safe and fun environments for kids in outreach.

5. An evaluation of the Cooking Matters tour pilots conducted by Altarum Institute confirmed the effectiveness of the program and informed improvements to implementation. An evaluation of the process finding found that tour leaders were satisfied with trainings but suggested streamlined materials and interactive training components. We therefore created easy-to-use "flipbooks" of talking points to streamline materials, and have enhanced our Learning Space for training.

In 2014, we have two critical pieces of evaluation in process that will continue to inform our strategy:

1. We contracted with Wellesley College to conduct an evaluation of our NKH theory of change. The purpose of the study is to confirm that our strategy to maximize federal nutrition programs and provide families with nutrition education results in ending childhood hunger. Researchers will use the National Household Food Acquisition and Purchase Survey and county-level participation in federal nutrition programs to 1) Analyze the impact of participation in multiple food assistance programs on children having three meals a day; 2) Evaluate the validity of the NKH participation benchmarks (guideposts) as an indicator of children having three meals a day; 3) Identify where, if any, significant gaps exist; and 4) Correlate the guideposts, three meals a day, and the USDA food security measure. Researchers will provide actionable recommendations based on findings to the NKH strategy, including setting the guideposts at different participation levels.

2. By 2015, we will have completed our first nationally representative follow-up study of Cooking Matters courses to ascertain the longer-term impact of courses. We hired Altarum Institute, to carry out this quasi-experimental study with a comparison and intervention group and a pre-post test and 3- and 6-month follow up to measure sustained behavior change and the long-term impact, as well as

Narratives

assess the connection between participation in nutrition education and reduction in hunger. Successful outcomes will demonstrate Share Our Strength's moderate-to-strong evidence for program effectiveness, and inform the program design overall.

Finally, research from trusted outside sources is always a component in our decision making processes as. For example, the USDA Summer Electronic Benefits Transfer for Children tested the use of electronic benefit transfer (EBT) within WIC and SNAP to address child hunger during the summer. The USDA pilot found evidence supporting a reduction in food insecurity with the use of EBT, which has informed our strategy to advocate for expansion of the pilot. We have shared this information with our partners, and as the innovation continues to be explored, we will develop specific recommendations and guidelines on how to integrate expansion of EBT in their areas.

ii. Evaluation Capacity: Internal & Contracted

Our internal teams play vital roles in actively scanning field research, commissioning and managing third party evaluations, measuring and evaluating program success, testing program innovations, and using analyses to inform program strategy. Our headquarters staff members have an intentional mix of policy research and analysis experience, measurement and evaluation expertise, and strategic planning. The team's background is diverse including academic, business, and direct program practitioner backgrounds. Evaluation, research, measurement, planning, and other partner capacity-building expertise span multiple departments with dozens of team members.

In addition to dedicated evaluation/measurement staff at the national level, we are committed to providing evaluation support and training to grantees. Regular one-on-one technical assistance and group trainings via monthly teleconference and annual gatherings provide regular avenues for building local capacity for evaluation. These gatherings encourage the sharing of best practices, and allow grantees to interact in person and share solutions or discuss common challenges. With partners, there is ongoing identification of when specific internal or third party research projects are warranted. As described above, we have worked with partners spanning the breadth of academic institutions (Johns Hopkins, UNC-Chapel Hill, Brandeis), nutrition education and policy centers (Altarum Institute, Gretchen Swanson Center for Nutrition) and consulting firms (Deloitte, APCO, Corona Insights) as well as have established relationships with Mathematica Research, USDA Economic Research Service, USDA Expanded Food and Nutrition Education Program, and Society for Nutrition Education and Behavior. For the SIF project, we will supplement our internal team with the strategic use of contracted capacity.

d. Ability to Provide Program Support and Oversight

Narratives

We have years of deep experience in setting and implementing goals and plans with grantees, assisting grantees in developing reporting and compliance capacity, and holding grantees accountable to goals. Key to the campaign's success is the symbiotic relationship between us and our state partners, and our willingness to work beside them and invest in them. We will use this same support and oversight process with SIF grantees.

i. Goal Setting, Implementation, Accountability, & Monitoring

Our staff and our partners are highly experienced in goal setting, planning, and implementation of plans to reach goals. As referenced earlier, we support 17 NKH campaigns across the country, working with local non-profits on the ground to end childhood hunger in their respective city or state.

Campaigns undergo an annual planning and budgeting process through which staff at partner organizations, along with support from our staff, develop goals and strategies for increasing participation in key programs.

Campaigns begin the goal setting process each year by examining current participation in programs and identifying an ambitious yet achievable increase for each program for the year. Campaigns vary in which programs they prioritize given their capacity and current local conditions. Once goals and priorities are set, a campaign's budget is finalized and agreed upon.

Grantees are required to meet a high standard of data reporting and data integrity. Share Our Strength conducts quarterly progress meetings with our state campaigns to ensure our strategies are on track to meet goals. Local subgrantees of state campaigns are also required to report their progress to Share Our Strength on a regular basis through our grants database. The data they provide is analyzed to identify trends across the state or community, and high performers and low performers are pinpointed for further study.

The 2013 goals and results from the Arkansas NKH campaign illustrate the rigor with which our campaigns and partners set goals and measure their progress. In 2013, Arkansas NKH set a goal of reaching 12,000 additional kids with school breakfast - reaching this goal would result in a 59% participation rate (i.e. 59 children received a free or reduced price breakfast for every 100 kids who received a free or reduced price lunch). Through targeted outreach to schools, the Arkansas NKH campaign was able to connect about 10,000 additional kids to school breakfast, Arkansas achieved a projected participation rate of 60%, bringing them that much closer to the ultimate goal of 70% targeted for 2015. Similarly, the Arkansas set an ambitious goal for the summer meals program - to increase meals served by 450,000 compared to 2012. Through close collaboration with the Arkansas Department of Human Services, our partnership in Arkansas far exceeded this goal and increased the

Narratives

number of meals served throughout the state by 1.6M meals, a 61% increase over 2012.

ii. Experienced Staff & Program Oversight Experience

Our national program team staff communicates regularly with the NKH campaigns, offering daily support, regular technical assistance, strategic planning and goal setting, access to best practices, and communications support. Our own staff is directly accountable for campaigns hitting their goals. We have an executive team that exemplifies the powerful senior strategic leadership that is required to propel us towards the finish line and end childhood hunger in this country. Spearheaded by our founders, leading social entrepreneur Billy Shore and his sister Debbie Shore, our leadership is critical in directing the management of the organization's role and relationships; building the organization's fundraising capacity; increasing its profile among key influencers; and holding the organization accountable to our rigorous metrics that measure mission impact. As a result, we have earned a reputation as one of America's most effective nonprofits, and won the support of national leaders ranging from governors, corporate leaders and chefs, to Oscar-winning actor Jeff Bridges. A Board of Directors made up of leaders across the private and public sectors guides the ultimate direction of the organization.

Perhaps the single most important factor in our success has been our commitment to institute a data-driven and outcomes-based infrastructure and culture throughout our organization. We have built a performance mindset into our organizational DNA, to think in terms of macro-level metrics, and to invest in systems that support data-driven strategic operations. Our metrics-driven approach relies on a combination of quantitative and qualitative reporting; by combining this method with the ability to recalibrate ongoing strategies based on frequent evaluation, we can ensure that effective initiatives are tailored to the unique needs of each community.

We have nearly 200 staff focused on the many components of successfully running the NKH campaign. Below are highlights of key staff and their diverse experience.

1. Bill Shore is the founder and chief executive officer. In addition to leading the organization since its founding in 1984, Shore is the author of four books focused on social change, including "Revolution of the Heart" (Riverhead Press, 1995), "The Cathedral Within" (Random House, 1999), "The Light of Conscience" (Random House, 2004) and most recently, "The Imaginations of Unreasonable Men" (PublicAffairs, 2010).

2. Thomas C. Nelson serves as the president. Nelson oversees the day-to-day management of the organization, including working with the organization's executive and senior teams to develop and implement its plan for strategic growth. Prior to joining Share Our Strength in 2011, Nelson was chief

Narratives

operating officer for AARP, where he led the build-out of its state strategy in all 53 states and territories. He also led the reinvention of the AARP Foundation, which today serves those at risk of falling through our nation's safety net as they struggle to meet their most basic needs.

3. John Green is the chief financial officer. He brings extensive leadership experience working with international organizations in high growth, complex environments and turnaround situations. Green focuses on building strong finance and human resource teams to support the entire organization for scale, regularly enhancing decision support, talent development, financial planning and overall organizational effectiveness.

4. Josh Wachs is Chief Strategy Officer, leading the program team. Wachs is responsible for developing and implementing the long-term strategy of the NKH campaign. He is responsible for defining and managing the organization's role and relationships at the federal, state, and local levels, building the organization's fundraising capacity, increasing its profile among key influencers, measuring organizational impact, and fostering inter-departmental collaboration around Share Our Strength's organizational goals.

5. Jen Jinks is Senior Director of the NKH Campaign, where she oversees our relationships with state and city campaign partners and manages field operations. Before coming to Share Our Strength, Jen worked on several political campaigns overseeing national field operations. Her expertise is in developing strong, collaborative relationships and holding partners accountable to mutually agreed upon goals.

6. Duke Storen is Senior Director of Partner Impact and Advocacy, where he manages the Center for Best Practices, state and federal advocacy, and the relationships with national and federal agency partners. Before coming to Share Our Strength, Duke was the Chief of Staff for the Special Nutrition Programs at USDA's Food and Nutrition Service.

7. Coleen Curry is Senior Director of Program Innovation, Planning, and Grants. She has a background in strategic consulting in both for-profit and nonprofit sectors. She leads strategic planning, goal-setting, results analysis, and grants work for the organization.

8. Courtney Smith is director of the NKH Center for Best Practices. She has extensive experience working on programs and policies to improve the well-being of low-income families and children. Before Share Our Strength, Courtney was a Senior Policy Analyst at the National Governors Association's Center for Best Practices, where she provided technical assistance and consulting services to governors on a range of poverty and human services issues.

e. Ability to Provide Financial Support and Oversight

Narratives

i. Plan for Subgrantee Oversight, Financial Support if Needed

We have the experience and staff capacity (and ability to hire additional staff capacity) to ensure financial and reporting compliance to SIF. Using Financial Edge and best practice control and cash management tools and processes, the accounting team helps ensure accurate and timely reporting of grants and cash disbursement of grant obligations. While we will design the exact program once we better understand the detailed reporting requirements, our approach will be a mix of regular reporting using technology to simplify the process where possible and ad hoc check-ins and site visits to ensure that compliance is solid. We will use our past compliance experience to reinforce our support of subgrantees. We are committed to supporting subgrantee success with securing required matching dollars. This support will likely include: providing communications materials, supporting Theory of Change documentation, case studies and other proven tools that activate donors to directly connect subgrantees with potential funders and assist in the pitch itself.

ii. Capacity to Strongly Manage Finances & Raise Additional Dollars

A leader in innovative social entrepreneurship and programming, we create and maintain diverse revenue streams, ensuring financial stability and flexibility for the funding and growth of the organization and programs. Significant investment has been made in support of our NKH campaign and related brand building efforts fueled by the organization's capacity expansion of its diverse portfolio of fundraising channels. This fundraising investment focus includes corporate and foundation support through cause marketing promotions, grants and sponsorships as well as major gifts, individual membership contributions and grassroots fundraising have contributed to the organization's strong revenue growth and has helped secure extensive support within local communities across the country.

We have diverse funding streams that can be leveraged and grown to support SIF implementation.

Details on our funding streams are below:

-Fundraising events: Share Our Strength's Taste of the Nation® is the nation's premier culinary benefit. Each year, the nation's celebrity chefs and mixologists donate their time at nearly 40 events across the United States and Canada.

-Corporate partnerships and cause marketing: We draw on the strengths, talents and creativity of leading corporations through strategic marketing programs that engage customers, employees and partners to help end childhood hunger in America. Major supporters include some of America's most recognized companies including American Express, Sodexo, Kellogg's, Deloitte, , Domino® Sugar and C&H® Sugar, Food Network, Hickory Farms, Walmart, and Arby's.

Narratives

-Dine Out for NKH: an annual national event that brings together thousands of restaurants and millions of consumers to help make sure no child in America grows up hungry. In 2012 more than 8,200 restaurants participated. 2013, nearly 9,000 restaurants participated, raising more than \$7.5M.

-Donations from individuals: both high-level donors and small individual giving programs through traditional direct mail solicitations and innovative online fundraising.

-Donations from foundations: Cafritz, Pritzker Early Childhood, Weinberg, The Irving Harris Trust

-Grassroots fundraising: Our Bake Sale for NKH is a national effort that encourages Americans to host bake sales in their communities to support the campaign.

Overall unrestricted revenue has grown at a compounded annual rate of approximately 20% from approximately \$27.6M in 2010 to approximately \$47.2M (preliminary, unaudited) in fiscal year 2013. Specifically in 2013, the unrestricted revenue results represent a 12.6% increase over 2012 with over half of the total unrestricted revenue coming from corporations and foundations, including Dine Out for NKH, corporate sponsorships, cause marketing campaigns and foundations support. We have also approximately doubled the amount of funds raised from individual donors. These results include new contributions and renewed donor commitments from some of the nation's leading corporations and corporate foundations in support of our programmatic work, including Walmart Foundation, Arby's Foundation, Williams-Sonoma, Hickory Farms, Weight Watchers, American Express, Sodexo Foundation, C&S Wholesale Grocers, and Domino Foods, among many others. We have achieved this growth in the face of significant fluctuations in the economic environment and in an increasingly competitive funding landscape.

We have built a reserve fund of \$500,000. Over the past 2 years we have grown from a staff of 135 to approaching 200 employees. Staff increases span across our departments that include program, evaluation, innovation, financial, human resources, technology, communications and fundraising. With the SIF funds we will grow our budget and are confident that we have the experience and support to grow the organization even further.

Best practice financial processes, controls and talent are deployed across the entire organization in support of analyzing and reporting on the results of our programs, fundraising and brand building activities and investment in infrastructure required to advance the mission of eliminating childhood hunger. Practices include a strategic-focused annual planning and budgeting process, frequent financial forecast updates to monitor progress against the annual budget and the use of a best-in-class financial management system that helps deliver comprehensive and timely financial reporting and

Narratives

controls. We also use performance dashboards and metrics as important management tools to help track and analyze the results against primary key goals. Our Board of Directors oversees the quality and integrity of accounting, auditing and reporting practices by reviewing and approving the organization's annual budget and assessing all financial results and performance metrics. Financial statements are prepared in accordance with generally accepted accounting principles. Management and the Board of Directors maintain satisfactory internal control over financial reporting and compliance with all pertinent laws and regulations. A leading independent auditor conducts an annual audit of the organization's financial statements. The Board of Directors' Audit Committee oversees the organization's accounting and financial reporting processes and financial audits including the vetting the qualifications and performance of the public accounting firm engaged as the organization's independent auditor.

We ensure that maximum liquidity and financial flexibility is maintained with no dependence on long-term debt. The organization has a line of credit agreement with Wells Fargo that allows the organization to borrow up to \$5M in order to help fund short-term working capital needs if required.

iii. History of Federal Grant Success

Our experience in operating federally funded programs and partnerships demonstrates our strong qualification to successfully implement a Social Innovation Fund program. We have demonstrated this through the administration of AmeriCorps VISTA and National Direct and through our two state programs that receive SNAP Education funding. We are in tenth year partnering with the Corporation for National and Community Service. Recently, Share Our Strength received a new fixed amount grant to host 33 National Direct members in FFY14. Our Colorado and Massachusetts programs have both partnered with their state administrators to successfully provide SNAP Education programming since October 2009 and October 2010 respectively.

Based on this experience, we are certain we have the following two strengths:

Established Infrastructure: Our organization has the program and finance staff capacity and accounting policies and procedures in place necessary to successfully partner with federally sourced funding. As a non-profit organization that receives combined federal funding in excess of \$500,000, we have significant experience working with federal cost principles and audit procedures.

Demonstrated Compliance: Our Cooking Matters program is currently in its first year of our third AmeriCorps National Direct award, and maintains effective systems for managing and overseeing the AmeriCorps National Direct program. Throughout our grant terms, we have submitted timely progress reports proving that we have met or exceeded all measurable goals, and has remained

Narratives

responsive to any requests for additional information. We have long had a system for collecting data and providing measurable results that demonstrate programmatic success for our AmeriCorps grant. Our AmeriCorps members serve with partner organizations in over twenty locations across the country. We provide regular program monitoring and training to ensure that each partner's implementation of the Cooking Matters AmeriCorps program is in full compliance with AmeriCorps rules and regulations. This includes the review of locally-completed member evaluations, three-month check-in calls, as well as semi-annual satisfaction and assessment conference calls with hosting organizations. Other activities we perform to monitor and assess compliance include: site visits, annual file audits, and annual feedback surveys.

In order to minimize compliance issues, we also provides written resources and trainings to ensure that all supervisors have a deep understanding of AmeriCorps rules and regulations, including prohibited activities. Supervisors agree to ensure that their partner organization completes, collects, maintains and submits copies of required AmeriCorps documentation to us and to meet their other responsibilities as they pertain to member supervision and support throughout the grant year.

When risks of noncompliance or member dissatisfaction are identified, through any of the systems mentioned above, we take immediate action to rectify the situation, supporting our local partners to ensure that these issues are understood and appropriately managed moving forward. If repeated instances of non-compliance are identified we instate a probationary period with the hosting organization to more closely monitor activities, and if we don't see proactive steps to correct will consider not placing future members at that site.

We did not have any compliance issues or area of risk identified during the last grant year, and we recently received response to our grant progress report submitted in October 2013 that indicated no compliance concerns.

f. Sustainability Strategy

We are invested in the adoption of the NKH campaign across the country as our core solution to end childhood hunger. SIF funds will help us accelerate this progress, add rigor to our evaluation processes, and allow us to develop relationships with SIF peers and staff who will help us enhance the model. We are in this work for the long-term, and would likely support specific subgrantees following the grant period as well as take those learnings to the entire field until every child in the United States has access to the food they need.

Our strategy for ensuring subgrantees are positioned to continue evaluation and sustain program growth beyond the grant lifecycle has four key components:

Narratives

1. Grantee selection for long-term: We will be selecting subgrantees that are committed to the long-term campaign work and sustaining that work in their communities. Clear expectations of long-term engagement will be brought forward to the signing of grant agreements in 2015.
2. Grantee capacity building, support & network: Grantees will get regular access to capacity building for implementation, planning, measurement, evaluation and program technical assistance. Finally, we make funding connections where we can between our national network of funders and local supports (For example, local Arby's franchisees support local organizations, built on our national Arby's relationship) Access to the network of campaigns through regular convenings and other interactions creates a cohesion and identity that is long-term.
3. Local partners & stakeholder expectations: When the NKH campaign convenes key stakeholders like state agencies, educators, other funders, and businesses, there is an expectation that the work will continue until every child is ensured the meals they need. Building this infrastructure, local brand, and local expectation will maintain momentum.
4. Opportunity for additional funding after grant term: We will continue to support the work with other funds until every child is receiving the meals they need each day to succeed. We will offer direct grant opportunities to these subgrantees as warranted.

Budget/Cost Effectiveness

- I. Cost Effectiveness & Budget Adequacy
 - a. Budget Overview & Justification

Share Our Strength is seeking \$6M over 3 years, creating a full project budget of \$12M with matching funds. These funds will support the subgranting process, program research and evaluation, personnel support to grantees, and indirect expenses. In addition to these dollars, we will add support for smaller field grants if needed to meet campaign goals. In Year 1 we are requesting \$1.5M from CNCS, with the match requirement this results in a total project budget of \$3M in Year 1. During Years 2 and 3, we plan to deploy the remaining \$9M of the \$12M project budget. We are forecasting subgranting the required 80% of SIF funds to subgrantees in Year 1 to ensure a strong foundation for the program and to take into account selection and ramp up time. In Years 2 and 3 we expect to increase the percentage of the total budget to fund subgrantees to maximize funds going into the field.

- i. Year One Request

Narratives

A detailed budget during Year 1 (\$3M total) is summarized below. With SIF's support, we are confident that we will leverage the NKH campaign's track record of accomplishment and our experienced program team to accelerate the expansion of the campaign's impact to feed kids. As noted, we have significant grantmaking, compliance, program execution, analysis, financial control and reporting experience. Much of these requested funds will be used to expand the capacity of these established capabilities plus be deployed to support the 6 to 8 subgrantees.

Personnel Expenses: \$840,000 of the project is allocated to staff costs associated with implementing the project in compliance with SIF requirements. The majority of personnel costs are allocated to Share Our Strength's share of the budget. As detailed below, several members of the team will provide a range of 3-50 percent of their time to administer SIF funds and support subgrantees. Additionally, we will hire a SIF Director to serve as the main point of contact for SIF funds and a SIF Financial Analyst to manage the SIF project budget and various aspects of compliance. The SIF Director will also liaise with the Program Officer at the CNCS, ensure compliance with Federal granting standards, and provide general oversight of the project. A Senior Field Manager and Field Associate will also devote 100% of their time to the SIF project and work with the subgrantees.

FIELD TEAM: Our Field team consists of a Senior Field Director, a Field Director, five Field Managers, and a Field Associate. The Field team manages relationships with existing partners and will be the main point of contact for subgrantees. One senior field manager will support subgrantees in the First Year with substantially more support in Years 2 and 3. The Senior Field Director will spend approximately 33% of their time providing strategic guidance and general budget oversight to subgrantees. We will hire an additional SIF-specific Field Associate to handle any other necessary duties for our work with subgrantees.

CENTER FOR BEST PRACTICES: Share Our Strength's Center for Best Practices provides tools and resources extensively used by state and city campaigns in their work to end childhood hunger. This group gives extensive technical assistance on the federal nutrition programs to state partners, leads webinars and other training opportunities. The Center Director and Associate will each devote approximately 20% of their time to providing technical assistance support to subgrantees and managing the third party evaluator, while one senior manager will focus entirely on work related to the SIF project

GRANTS TEAM: The Grants Director and Grants Associates will be responsible for the administration and oversight of the RFP process and subgrant distribution, contributing 15% and 50% of their time,

Narratives

respectively.

MEASUREMENT AND INNOVATION: The Measurement, Planning, and Analysis Associate Director will devote 10% of her time to budget development and tracking; the Evaluation Manager will devote 10% of her time to evaluate subgrantees; the Measurement, Planning, and Analysis Associate will devote

15% of her time to conduct data analyses for subgrantees; and the Measurement and Grants Coordinator will devote 20% of her time to general data analysis and support. The Innovation Director and Innovation Manager will each devote between 15% of their time to test and pilot new strategies for increasing participation in the federal nutrition programs focused on pilots with the subgrantees. The Innovation, Planning, and Grants Senior Director will provide 20% of her time focused on strategic guidance, planning and evaluation efforts for subgrantees.

ADVOCACY: The Research, Advocacy, and Partner Development Senior Director will devote 5% of his time to strategic guidance for subgrantees and the program overall.

COMMUNICATIONS: The Communications Associate Director and Communications Manager will each devote 15% of their time to assisting subgrantees with messaging, event planning, and pitching media.

OTHER: The Chief Strategy Officer will devote approximately 15% of his time to provide high level strategic guidance, administration of and compliance with SIF funds. The Program Team Associate will devote 25% of her time to general organizational support of SIF funds administration. The Director, Finance and Controller and the Chief Financial Officer will each devote 6% of their time overseeing financial and compliance aspects of SIF funds administration.

PERSONNEL FRINGE BENEFITS: We provide a benefits package for all full-time employees, including health/dental/vision benefits, life insurance, short-term and long-term disability insurance, and retirement benefits. 79% of benefits costs are allocated to Share Our Strength's share of the budget.

Travel: \$40,500 is budgeted for project-related travel expenses, including transportation, lodging, and meals for staff travel to subgrantee sites for strategic planning, collaboration, and technical assistance. \$200 is budgeted for four staff members to attend the SIF Conference. All travel costs are allocated to Share Our Strength's share of the budget.

Supplies: \$270,000 is budgeted for partnership launch costs and the production of program and outreach materials for Partners. These supplies are used to build awareness in target communities of programs, and building support from key stakeholders. This is estimating about \$45,000 for 6

Narratives

campaigns, and this spend will be leveraged across the grant period. All supply costs are allocated to Share Our Strength's share of the budget.

Contractual and Consultant: We will contract for research and evaluation services, totaling \$250,000. Of this amount, \$124,770 of research and evaluation costs are allocated to the Federal share of the budget; \$125,230 of research and evaluation costs are allocated to Share Our Strength's share of the budget. Additionally, we will contract for subgrantee capacity building services, totaling \$146,725 and allocated to Share Our Strength's share of the budget.

Other Costs (Grants): Subgrants to approximately 6 to 8 grantees will account for \$1,200,000 of the Year 1 budget, allocated to the Federal share of the budget. Share Our Strength is supplementing this granting pool with additional dollars for field grants projected at \$400,000. These additional dollars, while not allowed within the SIF budget, are critical to our strategy.

Other Costs: \$15,000 is budgeted for the grants management system and \$2,500 for grants management support. \$48,000 is budgeted for travel to site visits. \$2,250 is budgeted for background checks for Share Our Strength staff members and \$2,700 is budgeted for background checks for subgrantee staff. \$65,250 is budgeted for necessary materials such as the Cooking Matters curriculum. \$2,500 is budgeted for the course and tour learning management system. Costs associated with databases, conferences, background checks, materials and survey processing are allocated to Share Our Strength's share of the budget.

ii. Year 2 and 3 Budget Expectations

During years two and three, we plan to deploy the remaining \$9M of the \$12M project budget. Whereas the focus during Year 1 will be on ramp-up of the planned NKH expansion activities and ensuring that all new subgrantees are fully operative - including considerable technical support and evaluation work - we anticipate that the balance of the grant term will be "steady state" programmatic work. This will be complemented by a planned increase in evaluation work during the final year of the grant. As demonstrated by our NKH program work to date in proof of concept and campaign states, we have been successful in leveraging the established skills and resources of our program and infrastructure teams even as the campaign scales and expands into new markets.

b. Description of Sources & Match Capacity

Narratives

Share Our Strength has a budgeted unrestricted revenue goal of \$50.57M for 2014 to be achieved through diverse revenue streams, representing a 9.4% increase over 2013. In 2013, we raised \$47.6M in unrestricted revenue, an 8.2% increase over 2012. Over at least the past five years, we have achieved revenue increases that exceed non-profit organization norms, a testament to our ability to serve as a leader and innovator in this industry, and to rise to the next challenge of matching the SIF award. Our fundraising team consists of approximately 75 staff members managing relationships with individuals, corporations and foundations, most of which are national organizations seeking to engage in meaningful and compelling cause, ally with leading non-profit organizations and have a significant impact at the national and local levels.

Since our founding in 1984, through the leadership of our national network of chefs, grassroots activists, pioneering cause-marketing partnerships, and philanthropic support, we have developed a reputation for fundraising and brand-building prowess. We have raised and invested more than \$507M to combat hunger and support our work in 50 states. This includes corporate and foundation support through cause marketing promotions, grants and sponsorships as well as major gifts, individual membership contributions, and grassroots fundraising through the Bake Sale for No Kid Hungry. A robust events program including our signature Taste of the Nation, Dine Out for No Kid Hungry, and No Kid Hungry donor dinner series helped increase revenue and secure support within communities nationwide. Much of this funding is unrestricted support.

The requested \$6M in Federal funding will be matched with a minimum of \$6M in non-Federal resources. The SIF award and the credibility, funding, and community that it brings would strengthen and build on our track record of success, and help the NKH campaign have an even greater impact feeding kids and expanding the campaign across the country. Childhood hunger is an issue that manifests beyond the kitchen table, affecting health, education, and workforce development. These are issues that we find that funders from a variety of fields - foundation, individual, and corporate - are increasingly making a top priority in their philanthropic giving. With help from the SIF grant, this will make the promise and delivery of the No Kid Hungry campaign an even more compelling story for funders to support.

We plan to leverage the prospective Social Innovation Fund award and create a targeted fundraising approach to engage innovation-focused corporate, foundation, and individual funders. There is already increasing momentum in our ability to increase funding for innovative programmatic expansion. Most recently, Arby's Foundation invested \$4M over 4 years to support innovation in "Out of School Time" meal programs, ensuring kids have access to healthy meals 365 days a year. Our

Narratives

major donor revenue has increased by \$1.1M (57.3%) since 2012, fueled largely by increased opportunities for programmatic impact, and we know there will be tremendous interest from our donor base in a potential SIF investment.

In addition, Share Our Strength's Foundations team dedicates 100% of their time and resources on raising restricted revenue to support our No Kid Hungry campaigns. Funding restrictions include city-based, state-based, program-based (e.g. youth engagement), regional and national guidelines. The Foundations team will prioritize SIF geographies in their fundraising efforts to ensure that all match requirements are attained.

The experience detailed above, coupled with our plans for securing the match give us great confidence in fulfilling this requirement of the SIF award. One hundred percent of the first year's requested amount of \$1.5M has already been received/pledged in unrestricted funds from various individual donors and corporate leaders like Sysco and the Food Network. Our major donor revenue has increased by \$1.1M (57.3%) since 2012. In an effort to secure new sources of funding, we have already targeted a number of national foundations in the education and health field (a combination of previous and new donors) for our short list of initial asks, as well as other corporate and individual targets.

We will also assist subgrantees to secure their required match. We have built a collaborative fundraising model with our current partners, which ranges from joint approaches to shared funders, to strategic fundraising assistance for our partners on the ground. For example, in our regular (biweekly) check-ins with our state partners, we dedicate a portion of the agenda to talk about collaborative fundraising efforts. Wherever possible, we jointly determine who is best positioned to maximize each fundraising ask.

Two examples of how this has worked in the past:

Before our various city and state NKH campaigns were launched, we approached Walmart State Giving Councils from our national office for funding to help support the launch of these campaigns. Once the campaigns were launched, we determined that our local partner should lead the fundraising approach to the Walmart State Giving Councils to maximize success, but we reinforced these asks by leveraging our relationships at the national level, and supported our partners with proposal development as well.

Another example is a collaborative approach we made to one of our longtime funders, The Irving Harris Foundation in Chicago, who also funded our local partner, the Greater Chicago Food Depository. We jointly approached the foundation, resulting in increased funding to support our

Narratives

collaborative efforts at the local level.

We are prepared to expand that model with our SIF subgrantees. Based on feedback from and research done with other SIF grantees, we anticipate experienced staff providing ongoing fundraising support and technical assistance to subgrantees using non-Federal funds.

In accordance with our practices of collective impact we have a track record of successful joint fundraising efforts with its partners, which we will build on to support subgrantees to meet their match requirements. In addition, the majority of our fundraising activities generate unrestricted revenue dollars that can go towards supporting the SIF project. Beyond national attention, a SIF award will serve as a stamp of approval of our work in innovating models to change the conversation and leave no kid hungry, and will allow us to use Federal Social Innovation Funds to maximize nonfederal funds raised to directly support program goals.

Clarification Summary

Q1: To ensure that your application is in alignment with the SIF evaluation requirements, please provide copies of previous evaluations or assessments that demonstrate the No Kids Hungry model meets preliminary evidence, as defined in the SIF NOFA.

RESPONSE1: The No Kid Hungry intervention is a combination of program strategies brought together through a collective impact model. The effectiveness of these strategies has been documented through many different research efforts that meet or exceed the preliminary evidence threshold as defined by SIF.

We have forwarded an evaluation and research bibliography as well as copies of evaluations that we think provide the best examples that the No Kid Hungry model meets the preliminary evidence threshold to Keisha Kersey's email as requested.

Q2: Because of the relatively limited existing body of evidence of effectiveness for the No Kids Hungry program and because of the limited pool of available funds relative to the large amount requested, it may be unfeasible to fund your program at the award level requested. If you are considered for a \$1 M year federal award for Year 1 with a three year cumulative award cap of \$6 M, please explain how your proposed program would be affected. Please speak specifically to the number of subgrantees you would be able to support and the level of staffing and contracted assistance you would be able to maintain.

RESPONSE2: If we are considered for a \$1M federal award for Year 1 with a three year cumulative

Narratives

award cap of \$6M, we would be able to deliver a solid program in line with the services and impact of our original proposal. The main trade off would be that we would reduce the number of subgrantees to 6-8 (originally 10-12 grantees), resulting in an estimated meals increase of ~96M. The final number of grantees will be determined based on size of subgrantee communities and the assessment of the capacity of subgrantees to implement. This scenario would allow us to ensure we had a good range of subgrantees representing different types of communities including a diversity of size and type of geography. We would plan to continue a level of subgrantee support depending on performance for Year 4 and beyond as needed. We would be able to build a solid cohort of SIF subgrantees that can share learnings across their experiences.

The main cost savings would be the reduction of our variable staff time to serve this smaller number. Share Our Strength will also increase Year 1 support to subgrantees beyond the \$800,000 required. In this scenario, we would raise our evaluation spend percentage to 25% of Year 1 budget, to \$250,000, as we believe that would be the floor for a Year 1 evaluation scope, assuming that we could assist in gathering baseline data. Also, we would look to push the in-person partner convening to early in Year 2 and take advantage of technology to convene to save costs. Finally, we would maintain support of Community Wealth Partners, the capacity building consultant, likely at \$150,000 vs. the \$200,000.

Q3: Per the guidance provided to SIF applicants, SIF has found that a budget allocation of 15-20% of the total program budget (at the grantee or subgrantee level) is necessary to complete a compliant QED study. You have listed \$350,000 for year 1 to cover evaluation activities. Please explain how you will ensure that sufficient funding is available to cover full costs of a compliant evaluation.

RESPONSE3: In our original budget, we had allocated spending \$350,000 in Year 1, for the following four reasons: (1) we assumed that it would take at least 3 months to scope and hire the appropriate evaluation partner, expecting less direct spend in Year 1 than in subsequent years; (2) we are currently contracted for two major evaluation projects (evaluation of our participation goals in the five federal nutrition programs and a long-term study of behavior change resulting from our nutrition education work) at a cost of about \$400,000 that will contribute to the NKH model body of evidence that will overlap with Year 1; (3) because our model requires access to state and federal program participation data captured regularly through our relationship with government agencies, we are able to reduce traditional evaluation data collection times by providing that data directly to evaluators, particularly for baseline information needed in Year 1; and (4) we have direct evaluation expertise

Narratives

and research experience on staff with our six person Center for Best Practices team, so that our internal capacity can support third-party evaluators.

If we are selected, we are committed to completing a compliant QED study and adding to the body of knowledge of effectiveness of our model so we are prepared to adjust the budget to accommodate an increase in this expense, if needed, and/or to raise additional funds to cover the full costs of a compliant evaluation.

Q4:Per the NOFA, the SIF is particularly interested in funding programs located in geographic regions where we do not currently fund. Would it be possible to prioritize subgrantee selection areas to these states or regions? If so, please explain how you might do so.

RESPONSE4:The No Kid Hungry campaign's ultimate goal of ending childhood hunger in the United States requires us to touch all American children in need in every state. Therefore, states listed as SIF priority regions will be encouraged to apply, and we will make special efforts to ensure those states will receive preference in the selection process. We have existing grantees in all of the priority states listed and those with the right capacity and readiness to succeed will be encouraged to apply. The one exception is Arkansas where we have already had strong success and will therefore not be eligible. In particular, ME, MT, and NV, have many of the existing components -- organizational capacity, leadership, demonstrated commitment to the issue-- to implement the No Kid Hungry model successfully. Below are some details on our experience, relationships, and existing infrastructure in ME, MT, and NV.

* Maine: Despite having one of the highest food stamp participation rates in the country, Maine has vast opportunity to grow in other federal programs like school breakfast and summer meals. Share Our Strength will leverage a strong existing relationship with a potential funder, with the State legislature which has passed two key pieces of legislation to end childhood hunger, local government, participants in our signature Taste of the Nation event in Maine, and our ally and grantee Preble Street, as part of the SIF process. Most recently, significant progress was made on behalf of Maine's children during the Maine 2014 State Legislative session thanks to the work of our partners and the local senate. Senate President Justin Alford sponsored two bills that address student hunger and will increase access to and participation in programs like summer meals. We will utilize these relationships -- including the Maine Hunger Initiative task force -- to determine potential sub grantee applicants for

Narratives

this high priority area.

* Montana: Despite having the seventh-smallest population of any state in the country, Montana No Kid Hungry is in a strong position to connect thousands of additional kids to school breakfast in 2014 and beyond as well as continue to increase access to nutritious food for kids during the summer when school is out. Share Our Strength will leverage existing relationships with the executive leadership. Over the last few months, Governor Steve Bullock has truly championed the No Kid Hungry cause -- securing funding to expand access to school breakfast, helping bring in \$65,000 from CNCS to fund five AmeriCorps members for breakfast expansion work in five communities across the state, raising money from the private sector to support breakfast expansion grants, and, along with the First Lady, advocating for the adoption of the new Community Eligibility Provision through direct letters to all eligible schools and public Op-Eds. Share Our Strength will continue to leverage this relationship with the Governor's office -- as well as with state agencies, anti-hunger leaders, business leaders, and others -- as part of the SIF process.

* Nevada: In Nevada, we have strong community partners, gubernatorial leadership, and concentrated need, which makes the state a good candidate for a No Kid Hungry campaign. First, we have a good relationship with Governor Sandoval who is very interested in making ending childhood hunger an issue in Nevada and has shown the willingness to exert his own influence to make change. Second, the vast majority of the population served by federal nutrition programs is in two counties, Clark County (Las Vegas) and Washoe County (Reno.) This geographic concentration allows us to work efficiently with fewer actors to make a large impact. Finally, we have strong community partners in Las Vegas that we would encourage to apply as the backbone organization.

Q5: Please clarify the timeline by which you will implement your subgrantee selection. Please include estimated timeframes for key process milestones to ensure you will complete selection within the requisite six month timeframe.

RESPONSE5: We will immediately begin developing a detailed RFP that includes the guidelines and expectations for SIF subgrantees as well as the selection criteria. We will disseminate the RFP in mid-October which will outline a 2 stage application process where organizations are required to submit a letter of intent (LOI) by November 15th. We will invite those with strong attributes to submit a full application due by December 31st. From our experience with prior competitive grant programs with a geographic focus, we have learned that asking organizations to submit an LOI before submitting a full proposal allows us to better meet our geographic targeting and focus resources on applicants with

Narratives

the most potential to meet the grant objectives.

To ensure a competitive process and adequate preparation from all interested organizations, we plan to host several webinars to review the subgrantee selection criteria, describe the evaluation requirements, and answer questions. We will distribute the RFP in a number of ways. Because we anticipate applications from organizations where preliminary No Kid Hungry campaign activity has started, we will inform our network of the opportunity immediately upon an award. In addition, we will share the RFP to our vast database of grantees, through our national partners such as the National Governors Association, and through traditional RFP channels.

* Jan -- Feb 2015: The first stage of the application review process will check for compliance with the RFP's guidelines and to have our finance team screen for financial security and capacity. Our team of internal and external expert reviewers will then read and score proposals based on the key success criteria outlined earlier in our SIF application. If possible, we will add a site visit to potential applicants to truly understand their readiness.

After the applications have been scored and ranked, an internal SOS team of program staff will use our detailed financial projection model to analyze budget adequacy and verify evidence of an organization's effectiveness to have impact at that scale. We will then work with organizations to adjust the scope and budget if necessary. In some cases this may mean asking organizations with stronger evidence of high performance to increase their request to align with proposed impact. Awards will be made in February 2015, with the goal of immediately launching projects.

Q6: Your application confirms that you have experience managing federal grants and CNCS grants in particular. Please clarify how you will assess potential applicants for capacity to effectively manage federal dollars in a compliant fashion.

RESPONSE 6: If we are granted funding through SIF, we would retain overall responsibility for maintaining compliance when managing funds for ourselves and our subgrantees. We will assess our potential subgrantees' experience and knowledge of managing federal funds as an element of the selection criteria through the RFP process (specifically in relation to an organization's overall capacity). Based on experience with our existing campaign partners, we anticipate that most subgrantees will have experience implementing federal or state grants. We will use the guidance set

Narratives

forth by CNCS to ensure that potential subgrantees have the key systems and staff training in place to be compliant with federal guidelines. Risk assessment of potential applicants and monitoring of subgrantees would include:

- a. Reporting on use of grant funds, organizational financial health, and experience with CNCS grants
- b. Use of written agreements to clarify expectations and process for accountability
- c. Provision of training and technical assistance
- d. Use of established and regular monitoring methods

Q7: You discuss ideal outcomes associated with alleviating childhood hunger in the first part of your application but the majority of the metrics that you describe in the evaluation and subgrantee management section of your application have to do with performance outputs (i.e. number of lunches served, number of families engaged). Please clarify the measurable outcomes that your evaluation will focus on.

RESPONSE7: We hypothesize that increasing food skills education and increasing participation in federal nutrition programs will end child hunger in a community. Absent an official measure of hunger, we have defined ending child hunger as children eating three meals a day. However, we are currently funding a research project using the soon to be released FoodAPS data set which will test this hypothesis as well as correlate the consumption of three meals a day to the food security measure. Depending upon the findings from the research, we will use the very low food security measure as our final outcome. We expect results from this research project by the end of 2014, hopefully by the fall, pending the release of the FoodAPS data.

Our primary outcome measure will be hunger as defined by very low food security or an alternative measure based on the results of a current research project (discussion below). Additional outcome measures will include educational attainment as measured through test score results and absenteeism.

There is no accepted domestic definition of hunger. The most widely used measure, USDA's measure of Food Security, is a socioeconomic measure of food access. It is a household-level economic and social condition of limited or uncertain access to adequate food. By contrast, hunger is an individual level, physical condition. While school age children may eat three meals a day at school funded by the federal nutrition program, their parents/caregivers may still answer the battery of questions in a way

Narratives

that reports the household as food insecure because of their perception about their family's access to food. To address this problem, Share Our Strength has defined "no kid hungry" as children eating three healthy meals a day, and created a strategy to ensure that children get three meals a day each day by teaching caregivers food shopping and preparation skills for those meals consumed at home and through strategies that connect children to meals reimbursed by the federal nutrition programs while at school or other program.

Share our Strength is a national thought leader in efforts to addressing hunger by designing a strategy and managing implementation in a manner that connects program intervention to impact measures. Led by widely recognized and published social entrepreneur, Billy Shore (who is also one of 10 people in the national selected to be on the National Hunger Commission), we are the only national anti-hunger organization defining a measure of hunger and conducting research to validate this measure.

The strategies we use to increase meal consumption have been informed by consumer research, the interventions themselves have been evaluated by third party evaluations, and we track progress at all levels (individual school/community organization, community/state, and organizational) by measuring the increase in program participation. Similarly, our intervention for building food skills education have been shown to positively change behavior of participants, meeting the preliminary threshold of evidence as defined by SIF.

Q8: Please provide additional information on the collaborative fundraising efforts you will undertake to support subgrantee sustainability.

RESPONSE8: Share Our Strength's overall unrestricted revenue has grown at a robust compounded annual rate of approximately 20% from approximately \$27.6 million in 2010 to approximately \$47.2 million in fiscal year 2013 (compared to an industry standard of single digit growth). We are committed to leveraging our various fundraising assets to ensure our subgrantees' fundraising success for the duration of the SIF grant and beyond. We have an established and sophisticated fundraising team with experience in multiple funding streams: foundations, major donors, membership, culinary events and corporations. Dedicated fundraising resources will support subgrantees directly in the following ways, as needed by subgrantees:

a. Development of a multi-year fundraising plan. Based on our experience with collaborative fundraising, we understand that it is paramount to establish roles, responsibilities, and expectations

Narratives

early on with fundraising. We will also together perform an analysis of fundraising potential and risks, as well as identification and resolution of any overlap with the subgrantees prospects and Share Our Strength's own.

b. Collaborative fundraising efforts. We will write joint proposals to foundations, corporations, major donors, etc., make introductions to our network of investors where relevant, and leverage existing funds from our top-notch culinary events to support subgrantees where there is a requirement for local donations such as the annual Taste of the Nation event in Maine.

In addition, we will host fundraising events with existing and prospect investors. A typical event is attended by a member of Share our Strength's executive staff as well as our local partner. Both parties discuss how our No Kid Hungry campaign operates at the national and grassroots level and detail how the collaborative partnership works. After an interactive roundtable discussion, the group of investors and prospects participate in an experiential site visit to one of our programs: either breakfast in the classroom, a Cooking Matters tour, or a summer meals site, to name a few. This model works well because investors are able to see that the partnership extends beyond a MOU and the high level of collaboration embedded in our model. This event model has been successful with our current partners and is especially valuable in philanthropically underserved regions.

c. Capacity-building. Share Our Strength would also offer fundraising training through fundraising bootcamps, webinars, and other means on an ongoing basis to ensure the subgrantees are building fundraising capacity for the long-term.

Q9:As a Collective Impact priority applicant, please clarify your plan to implement collective impact initiatives in a way that will meet the 7 characteristics provided in the NOFA on page 9.

RESPONSE9: Our Collective Impact approach aligns directly with the guidelines. There are several No Kid Hungry campaign "collaborative tables" currently active throughout the country. We will use the example of the Maryland partnership table here to illustrate each point. More detail can be found at the MD partnership table website <http://md.nokidhungry.org/>

* Common Agenda: Collaborative table participants together adopt the No Kid Hungry vision of ending childhood hunger in their geographies. The group determines the tactics to reach the goals and

Narratives

together develops a detailed plan. The Partnership to End Childhood Hunger in Maryland began with Governor Martin O'Malley's commitment to ending childhood hunger in Maryland. Governor O'Malley, the Governor's Office for Children and Share Our Strength created a strong coalition to end childhood hunger in Maryland by 2015. Over 20 nonprofit, government, and for profit entities came together to develop a common agenda. This initiative aims to raise awareness about childhood hunger in the state, increase participation in nutrition programs that combat hunger, and has developed a robust plan with yearly goals and strategies to coordinate the work of member organizations across the state.

* Decision Making, Data, and Shared Measurement: Baseline data and quantitative goal setting drive the agendas and evaluation of progress at all tables. In Maryland, the Partnership's influence has resulted in a new statewide accountability website that provides detailed statistics on the trends of participation for children in key programs that combat hunger. Since state agencies are part of the Partnership, ongoing access to data and improvement of data collection and reporting is a top priority.

* Mutually Reinforcing Activities: Share Our Strength was founded on the principle that everyone has a unique strength to share to end hunger. This philosophy carries into the collaborative tables, where each member is called upon to share the strengths of their experience, networks, and mission to achieve a common goal. In Maryland, each meeting ends with clear project plans that assign next steps and expectations. The government, nonprofit, and private sector participants each bring unique strengths and are called upon to contribute as needed.

* Continuous Communication: Partners commit to an ongoing meeting schedule as an entire group as well as sub-issue areas and receive ongoing reporting of results. In Maryland, the Partnership meets in its entirety quarterly, and the sub-issue areas focused on specific programs like Breakfast, WIC, and food stamps meet every other month. Each month the partnership receives a scorecard from the state with progress to goals. There are also ad hoc meetings and communications based on opportunities that arise. The format of these meetings is highly collaborative, while at the same time focused on delivering goals.

* Investment and Sustainability: All participants commit to the partnership for the long-term, and provide resources as available to support its operations.

* Backbone Organization: In Share Our Strength's approach to Collective Impact, the backbone organization is a critical piece. Our campaign partners are backbone organizations and our financial and technical support goes to the infrastructure and staffing required to mobilize and maintain these partnerships. To best provide best practices throughout the country, we made a deliberate decision in

Narratives

Maryland to play the backbone role with our own staff. Share Our Strength's Maryland office, based in Baltimore, MD, is a fully staffed field office that drives the partnership administration and infrastructure. Subgrantees will be backbone organizations as described in the proposal.

* Evaluation and Accountability: Formal and informal evaluation drives the collaborative tables in a process of continuous improvement. In Maryland, we hired a third party evaluation firm, Innonet, to evaluate the effectiveness and results of the collaboration. In addition, the monthly scorecard and meetings are a time for the partnership to evaluate their own progress to goal and make adjustments as necessary. With the Governor's public commitment and ongoing support, there is accountability for all entities to contribute.

Q10: Upon reviewing your application in relation to existing SIF programs, SIF staff members have suggested that your model may be more closely aligned with the Healthy Futures issue area group. Please confirm if you would like to alter your application to reflect as such or provide additional justification for remaining with the Youth Development issue group.

RESPONSE10: Our internal team also struggled with choosing between Youth Development and Healthy Futures for our issue area focus, as hunger affects both a child's ability to succeed as well as a child's fundamental health. After internal debate, we chose Youth Development because by ensuring children receive three meals a day, we are also increasing children's success in school and ultimately the workplace. We appreciate the point of view of the SIF reviewers, and since we strongly believe that three meals a day also means that a child will lead a healthier life, we are happy to change to Healthy Futures at this time. There is a large proven body of research that proves the benefits of adequate nutrition to health.

Q11: Your project title listed in the eGrants system is: Share Our Strength: Social Innovation Fund. Please provide a project title that would be suitable for print or online promotion of your initiative and would be helpful in explaining your program to external audiences.

A11: PROJECT NAME: The No Kid Hungry Campaign: Ending Childhood Hunger in America

BUDGET CLARIFICATIONS:

Per the questions and conversation, we updated our budget in the categories requested: travel, supplies, contractual/consultant, other costs, federal indirect cost rate, and source of funds. In addition, we removed the indirect cost rate as we do not have an approved rate. Because we removed

Narratives

that, we did add some expense back that we deemed direct program expense, such as a percentage of time of our Executive Leadership that had been represented in the indirect cost line. We also added in full sources of match funds for our proposed amount. Because we know that the award amount is still being determined, we did not overhaul the entire budget at lower award amounts at this point, but for simplicity and consistency maintained our original ask. If awarded at a lower amount we will certainly be able to revise the entire budget at that time.

Continuation Changes

N/A