

Packard Foundation Fund for Pueblo



Annual Report

2017



December, 2017

Dear Friends and Colleagues,

As we conclude our second year of partnership with the Packard Foundation as the administrator of the Packard Foundation Fund of Pueblo, I am both pleased and honored to share this year-end report with you.

We are grateful for the long term commitment and support of the Pueblo community from the David and Lucile Packard Foundation. The funds granted through their local grantmaking program, are a vital resource in supporting many key services throughout Pueblo. We feel privileged to support this work.

This report will share with you the work we have helped to facilitate in Pueblo in 2017, as well as some of our planned directions for 2018.

Linda Reiner, Vice President and Caring for Colorado, who manages our Pueblo work, and I welcome your questions and are happy to discuss any of this in more detail.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris J. Wiant".

Chris J. Wiant, MPH, PhD
President and CEO

Packard Foundation Fund for Pueblo

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About the Packard Foundation Fund for Pueblo

The goal of the Packard Foundation Fund for Pueblo is to support non-profit agencies in making Pueblo a strong and vibrant place where residents can access the resources and opportunities they need to stay well, thrive, explore and grow. The David and Lucile Packard Foundation has a 40-year history of broad-based community support in Pueblo.

The Packard Foundation Fund for Pueblo supports a wide range of agencies, projects and programs that enhance the lives of Pueblo's children and families and the community as a whole. While there is no limit to the number of issues that are considered for funding, the work always complements or supports the issues its founders cared most about:

- the environment,
- children and family support
- access to reproductive health

The David and Lucile Packard Foundation's longstanding commitment to the Pueblo community has contributed to the community in a variety of ways including support for open space development, economic development, senior services, housing, teen and unintended pregnancy prevention, arts, culture, child care and youth development.

2017 Advisory Board

In 2017 we said goodbye to long time Packard Foundation Fund for Pueblo Advisory Committee member Eileen Squires. Eileen provided great community perspective while serving on the committee and was also was a strong champion for Pueblo's non-profit sector. She helped assure high quality grantmaking from the Packard Foundation Fund of Pueblo.

Current Packard Foundation Fund of Pueblo Advisory Committee members include:

- Sarah Joseph, Chair
- Bonnie Waugh
- Byron Martinez
- Melanie Bravo
- John Vigil

The Advisory Committee works to maintain an ongoing strategic dialogue to:

- Identify opportunities in the community to support and strengthen the impact of Packard Foundation grantmaking in Pueblo.
- Provide guidance and advice about the emerging opportunities and trends in the community.
- Provide guidance regarding grantmaking strategies.
- Share community and professional perspectives and expertise.
- Review and reflect upon the progress and outcomes of the grantmaking program.

Packard Leaders' Forum

In late 2016, the Packard Foundation Fund for Pueblo launched a pilot organizational effectiveness program focused on nonprofits in Pueblo County. The goals of the program were to:

- Support the development of a connected nonprofit community and peer network in Pueblo
- Build capacity of new nonprofit leaders in the community
- Encourage best practices and ethics in nonprofit management and leadership

Ten nonprofit executive directors were recruited to participate in this program. Maro Zagoras <http://www.marozagoras.com/> was selected to lead the effort, serving as facilitator and trainer.

The non-profit participating agencies included:

- Nature and Raptor Center of Pueblo
- Pueblo Zoo
- Pueblo Arts Alliance
- Pueblo Triple Aim Corporation
- Pueblo YWCA
- Mountain Park Environmental Center
- Pueblo Child Advocacy Center
- Pueblo Rape Crisis Services
- Sangre de Cristo Hospice and Palliative Care
- Neighbor Works of Southern Colorado

The program was designed to respond to participants' needs. Over the course of 10 months, through approximately 100 hours of time together, the group learned about and explored the following topics:

- Donor development and fundraising
- Sustainability planning
- Strategic planning and program logic models
- Working toward and measuring outcomes
- Board development
- Accounting best practices
- Public relations and communication
- Facilitating difficult conversations
- Time and stress management

\$50,000 was allocated to support the program. An additional \$30,000 was set aside by the PFFP Advisory Board from the grantmaking budget to support mini-grants of \$3,000 for each participant. Organizations used these mini-grants to support their learnings including hiring a neutral facilitator to help with a merger of two non-profits; strategic planning; marketing; and the development of a business and operations plan for the organization.

Learnings from the Leaders' Forum:

- Designing the program around the needs of the cohort rather than offering a “canned” approach was beneficial to maintaining the interest of the group and to meeting them where they were at.
- Offering the program in Pueblo reduced attendance barriers.
- Creating a “safe” space where directors could share their experiences, concerns and challenges without fear of repercussions from the funder was essential.
- Having a facilitator who is not from Pueblo provided neutrality.
- Facilitator’s ability to adapt and change, based on needs, was important.
- Rapport and trust between the facilitator and participants was a key element of success.
- The facilitator was able to provide additional in-kind and low-cost support to the participants and their organizations as they tried to implement what they learned in their own organizations. This helped to build a solid working relationship and trust.
- Providing mini-grants to the participant organizations allowed them to implement something that they learned in the program.



Packard Leaders' Forum – 2017

Plans for 2018:

The Packard Foundation awarded Caring for Colorado a grant of \$82,500 to support a second cohort of non-profit leaders through the Packard Leaders' Forum. This work will include the following in 2018:

- Organizational effectiveness training for 10 non-profit executive directors in Pueblo (Cohort 2)
- One-on-one coaching for executive directors who are working to strengthen their non-profit.
- Three non-profit sector trainings that are open to all non-profit staff in the community.

Communication

In 2017, PFFP began an effort to strengthen communication on the work of the Foundation. After each grant round, a Packard Foundation Fund for Pueblo e-newsletter was distributed. The e-newsletter has the following goals:

- **Information sharing** – announcing grant deadlines, sharing information about how to apply, and announcing important news, such as staff changes.
- **Transparency** – announcing all grant awards, including what organizations, what the grant is for, and amount.
- **Support** -- Spotlighting non-profit organizations to increase the community knowledge of the organizations.

The Packard Foundation also contracted with the Center for Effective Philanthropy to conduct a Grantee Perception Survey for the Packard Foundation Fund for Pueblo. Results were favorable and will be studied by both CFC and the Advisory Board to look for ways to improve the grantmaking program. We will be sharing the GPR results in early 2018 via the Caring for Colorado website and the PFFP e-newsletter.

Staff and Operations

In 2016, the Packard Foundation contracted with Caring for Colorado Foundation to administer the Packard Foundation Fund for Pueblo. This relationship means that CFC is responsible for:

- Hiring staff
- Maintaining the Packard facilities and equipment
- Implementing the grantmaking process which includes:
 - Publishing grantmaking deadlines, being available to answer questions, and providing the on-line platform for the grant application and grant reporting processes.
 - Working with an Advisory Committee to understand community needs and priorities, review grant proposals and finalize recommendations to the Packard Foundation
 - Conducting all due diligence on grantee organizations including financial review, charting progress and outcomes, and assuring that the organization can fulfill its stated objectives and work plan.

- Presenting all final recommendations of grant awards and declines to the Packard Foundation.
- The Packard Foundation makes the final grant decisions based on these recommendations.
- Running any programs associated with the PFFP. Currently, the only program of the PFFP is the Packard Leaders' Forum.
- Communicating with the public about grant decisions
- Building partnerships with other funders and community entities to leverage resources for Pueblo.

In 2016, CFC hired Randy Evetts as the Senior Program Officer for the Packard Foundation Fund for Pueblo. In October of 2017, he left this position for other career opportunities.

At this time, Caring for Colorado has decided not to fill this open position. Instead, Caring for Colorado is contracting with Maro Zagoras to assist Linda Reiner, Vice President at Caring for Colorado, with grant review and due diligence on grant applications. Maro will provide this assistance in 2018.

During this time, Caring for Colorado will evaluate the key skills and duties that are needed in the Pueblo office to maintain and strengthen the grantmaking services of the Packard Foundation Fund for Pueblo before permanent decisions are made about staffing.

Linda Lazzarini, the Packard Foundation Fund for Pueblo Program Assistant, is available in the Pueblo office as resource for grant seekers and grantees.

2017 Grants

The Packard Foundation Fund for Pueblo awarded \$848,000 in grants in 2017

American Red Cross of Southeastern Colorado

Client Assistance and Home Fire Preparedness in Pueblo – Support of the Southeast Branch of the American Red Cross of Southeastern Colorado for programming in specific areas: 1) Financial support of Client Assistance for those made homeless by disaster in Pueblo and 2) General support of our Home Fire Preparedness Campaign in Pueblo. – **\$20,000/24 months**

Assistance League of Pueblo

Operation School Bell – Provide new school clothing to needy children referred by the local school districts. – **\$8,000/12 months**

Bessemer Historical Society

Steelworks Center of the West – Provide preservation of historic archives and artifacts of the Colorado Fuel and Iron Company and provide on-going education outreach to the community. – **\$20,000/24 months**

Bright by Three

Early Childhood Parent Education and Support – Provide educational and support materials to new parents to help them recognize and understand their child’s developmental stages. This program will also expand the efforts to engage parents through the Bright by Text program. – **\$10,000/12 months**

Care and Share Food Bank

Pueblo Hunger Relief – Improve access to affordable nutritious foods by distributing food resources to pantries, emergency shelters, and other programs in Pueblo. – **\$50,000/24 months**

CASA of Pueblo

Advocacy for Abused and Neglected Children – Provide court-appointed advocates for children who are before the court due to abuse and/or neglect cases. – **\$50,000/24 months**

Children’s Literacy Center

Tutoring Support – Provide after school, one-on-one tutoring support in local schools for students who experience literacy challenges. – **\$15,000/12 months**

Colorado Mission of Mercy

Dental Clinic in Pueblo – Provide a three-day dental clinic in Pueblo that will serve approximately 1,500 people who are unable to access regular dental care. – **\$20,000/12 months**

Catholic Charities, Diocese of Pueblo

General Operating Support – Support in order to continue Catholic Charities, Diocese of Pueblo’s ministry and outreach to vulnerable individuals and families. – **\$50,000/24 months**

Crossroads' Turning Points

Medicated Assisted Treatment Services Expansion in Pueblo-South – The most promising medication assisted treatment (MAT) for opioid addiction engages the individual on an ongoing basis. Funding will support increased access to services by expanding the current MAT clinic in Pueblo. – **\$20,000/12 months**

Early Learning Ventures

Quality Child Care Partnership Model – Support Pueblo-based coaching staff to help build stronger business practices and higher quality child care services in Pueblo County. – **\$20,000/12 months**

Girl Scouts of Colorado

Girl Scouting – Provide opportunity for girls and adults to participate in leadership development through Girl Scout programs in Pueblo. – **\$15,000/24 months**

Metro Volunteers

Pro Bono Counseling and Referral Program – Pro Bono coordinates the services of volunteer licensed mental health professionals to provide free mental health services to homeless and low-income individuals and families. Last year, this program provided \$200,000 in counseling services to people in Pueblo County at no charge. – **\$20,000/12 months**

Mountain Park Environmental Association

Mountain Park Environmental Center – Support environmental education for children through the Earth Studies and Forest School for Little Rangers programs. – **\$50,000/24 months**

Nature and Raptor Center

Environmental Education – Provide environmental education and community events that support environmental awareness and provide rehabilitation for approximately 250 injured raptors per year. – **\$25,000/12 months**

Palmer Land Trust

Bessemer Farmland Conservation Project – Bridge funding and project support for Palmer to build capacity and community readiness for the third phase of this important land and water conservation effort in eastern Pueblo County. The project’s goal is to preserve a critical mass of prime farmland in eastern Pueblo County while balancing the water needs of Pueblo as a growing municipality. Recognizing the importance of maintaining productive and robust agriculture in our region, and the needs of municipalities, the project seeks to balance competing interests through strategic, community-based solutions. – **\$26,000/12 months**

Posada

Moving Up Youth Program – Maintain and expand Posada’s program for Pueblo’s homeless youth. Comprehensive, long-term case management with transitional housing is the key to success in stabilizing homeless youth. Successful living outcomes translate into minimal de-compensating back into homelessness. – **\$40,000/24 months**

Pueblo Arts Alliance

Creative Industry Development – The Pueblo Arts Alliance will provide support to the creative industries in Pueblo by: collaborating for marketing, performances, and education opportunities; raising awareness in the community as to the availability of local and regional arts production and events; providing affordable studio space to artists; and promoting and facilitating economic impact through the arts. – **\$20,000/12 months**

Pueblo Child Advocacy Center

General Operating Support – Provide child abuse prevention, investigation, and victim support to children and their families. – **\$22,000/24 months**

Pueblo Children's Chorale

Children's Chorale Operations – Provide general operating support for the Pueblo Children's chorale. – **\$12,000/12 months**

Pueblo Diversified Industries

General Operating Support – Provide support and services including employment for those with disabilities. – **\$30,000/24 months**

Pueblo Rape Crisis Services

General Operating Support – Support the agency to fulfill its mission to empower survivors, provide victim advocacy and build community awareness to reduce sexual violence. – **\$35,000/24 months**

Pueblo Rescue Mission

Emergency Shelter and Support Services for People Experiencing Homelessness in Pueblo – Provide food, shelter, and case management for homeless individuals. – **\$25,000/12 months**

Pueblo School for the Arts and Sciences at Fulton Heights

Maker's Space for Afterschool Programs – Support start-up costs for an afterschool enrichment program that will be opening in the fall of 2017 in the Salt Creek neighborhood. – **\$20,000/12 months**

Pueblo Symphony Association

Discover the Symphony – Provide music education and outreach for students in Pueblo's two school districts. – **\$15,000/24 months**

Pueblo Zoological Society

General Operating Support Pueblo Zoo – Provide general operating support for the Pueblo Zoo including salary and benefit costs for zookeeper staff. – **\$50,000/24 months**

Sangre de Cristo Arts and Conference Center

General Operating Support – Provide general operating support to the Arts Center so that they may provide high quality arts and cultural experiences at reduced or no cost for all Pueblo County residents. – **\$50,000/24 months**

Soaring Eagles Center for Autism and Developmental Disabilities

General Operating Support – Support to deliver high-quality interventions for individuals and families struggling with autism and developmental disabilities, organizational growth and capacity expansion. – **\$40,000/24 months**

United Way of Pueblo County

Human Services Support in Pueblo County – Provide an incentive fund for new or increased gifts from the Pueblo community to support human service organizations in the community. – **\$30,000/24 months**

YWCA Pueblo

General Operating Support – Provide general operations support to the YWCA. – **\$40,000/24 months**