

I. CHESTER COUNTY COMMUNITY FOUNDATION GRANT PROPOSAL SUMMARY SHEET

One page only. This page will be shared electronically with Grant Committee Members & Fund Advisors.

Note: If Philanthropy Network of Greater Philadelphia's Common Grant Application is used, the Community Foundation's

Summary Sheet MUST accompany application.

To obtain an electronic version of this application, visit www.chescocf.org

Date: 9/7/18

Contact Information

Organization Name: The Mill at Anselma Preservation and Educational Trust, Inc.

Executive Director Name: Will Caverly

Executive Director E-mail: executive.director@anselmamill.org

Address: 1730 Conestoga Road, Chester Springs, PA 19425

Phone: 610-827-1906

Board of Directors Chair Name: Ernie Hollling

Website: www.anselmamill.org

Primary Contact Name: Will Caverly, Executive Director

Primary Contact E-mail: executive.director@anselmamill.org

Year Incorporated: 1998

Has your nonprofit ever applied to the Community Foundation? YES

Has your nonprofit ever received funding from the Community Foundation? YES

X Donor Advised Fund(s) ___ Fund for Chester County ___ Don't know/Not sure

Field/s of Interest:

X Arts, Culture & Humanities

X Environment/Animal Welfare

X Education

___ Health

___ Human Services

___ Religion

Organization Information:

Geographic Area Served (If not all of Chester County, specify primary Chester County regions served):

Primarily West Pikeland, East Pikeland, Charlestown, Uwchlan, Upper Uwchlan, West Vincent, Caln, East Caln, towns of Phoenixville, Downingtown, Exton, but also occasionally serving and does not exclude the rest of the County.

Describe Population Served and Annual Number of People Served:

1800 (Estimate). The Mill serves several populations, including paid members, general admission, as well as its status as a green space in Chester Springs, PA, where casual use like walking/hiking is permitted outside of operating hours free of charge.

Mission:

The Mill at Anselma, a National Historic Landmark, inspires people in creative ways to discover the Mill's authentic technology and importance to its community over three centuries of operation.

Proposal Summary: To support the creation of Explorer Post 1747, creating an initiative for underprivileged youth at the Mill, as well as bringing new volunteer power and engagement to the site.

If Capacity Building Proposal, the focus is:

___ Mission, Vision & Strategy ___ Governance & Leadership X Strategic Relationships

___ Fundraising & Development ___ Technology Other: _____

Annual Budget Annual Budget \$121,150

2 % of budget for program expenses (\$2450)

92 % of budget for administrative expenses(\$111000)

6 % of budget for fundraising expenses (\$7700)

100 % total

One (1) Full-Time Equivalent Paid Staff

16 Board Volunteers

42 Active Non-Board Volunteers

4000 Volunteer Hours

Top 3-5 funding sources:

Annual Auction Party

Major gifts from legacy donors

Expected Board of Trustees donations

Membership and gift shop

Grants

Grant Amount Requested from the Community Foundation: \$3,960

II. CHESTER COUNTY COMMUNITY FOUNDATION GRANT PROPOSAL NARRATIVE

As a fixture of Chester Springs and Chester County history, The Mill at Anselma Preservation and Educational Trust's twofold mission reflects its unique status as a National Historic Landmark. A survivor of the agricultural trade, the functioning gristmill at the heart of the site represents a unique example of a water-powered production mill. Through a generous and concerted effort beginning in 1967, several organizations, including the French and Pickering Creeks Conservation Trust, West Pikeland Township, and the Board of Commissioners of Chester County, came together to raise funds and organize the restoration of the Mill. The Mill at Anselma Preservation and Educational Trust (hereafter "the Mill"), gaining responsibility for the property in 1999, concluded the restoration project in 2004.

The restoration began the next phase of the Mill's story. The US National Parks Service recognized the Mill as a National Historic Landmark in 2005 as an exemplar custom grain mill. Later in 2005, the Mill began to produce its own stoneground flour and went through a strategic planning process to pivot its efforts towards education. Those efforts continue to this day. As a site of living history, the Mill has made strides in using the site for educational purposes. Monthly demonstration days provide the public with an opportunity to see the Mill grind grain, usually accompanied by themed activities. The onsite post office contains artifacts teaching the role of the Mill in postal history. The Visitors Center and Gift Shop handles retail of the Mill's flour and provides a consignment space for local artisans.

As the Mill approaches its twentieth year, the mission has remained the same, but strategy, operations, and development have radically changed. Many Trustees have reached their nine-year term limit, while the original players who spearheaded the restoration like Eleanor Morris and Henry Jordan have passed on. Changes in public education have created greater demand for classroom time and less funding for field trips. The Mill's fortunate position as a restored site with a strong volunteer base partially shielded it from calamitous events like the economic crash of 2008, but the Mill's leadership sees a compelling need to rethink strategy, fundraising, and operations.

Through a valuable partnership with the Drexel LeBow College of Business in Malvern, the Mill engaged in a strategic planning session with MBA students completing a consultancy as part of their classwork. In attendance was a suite of new and existing board members, including a new Chair and new Treasurer, as well as the new Executive Director of the Mill. The overwhelming success of the four-day intensive Drexel program resulted in a set of recommendations in three areas: strategy and mission, marketing, and revenue generation.

- On **strategy**, the Mill's strengths – its preserved site and educational focus – give it a firm base upon which to build. Not every historic mill has operational equipment, nor do many have twenty-two acres of land at their disposal. The educational focus opens the Mill up for wide audience participation, grants, donations, and public attention. However, the Drexel consultancy identified that the mission statement needs an update, as does the vision statement. Leadership from the Mill concurred. Neither the mission nor the vision statements have been revisited in over a decade, even with changes in the economy of Chester County, the makeup of the Mill's board, the economy, public interest, the Mill's week to week activities, and so on. The Mill's board leadership resolved to tackle the mission and the vision statements and gratefully accepted recommendations from the Drexel students as a template for next steps. At Drexel's recommendation, the Executive Committee of the Board now meets between Board meetings to keep track of emerging business. In addition, new and diverse Board members are being sought to fill in gaps due to age, term limits, and other normal Board attrition.
- The Drexel **marketing** team developed a set of recommendations for engaging new audiences and revealed the gaps in the Mill's current marketing enterprise. Media strategy was executed in a spotty and inconsistent way. Social media remains a challenge, with "orphaned" social media pages, lost passwords, and general underutilization. In the immediate term, the Mill created an Instagram account to at least maintain some online presence, and under the recommendation of Drexel students, began pushing word out to local newspapers, periodicals, as well as social groups. Organizations like the Newcomers Club of Chester County, local mother's groups, and nursing homes all serve the demographics that value the Mill but have been underused. Other youth groups that could be utilized for volunteer activity, like the Girl Scouts of Eastern Pennsylvania and the Chester County Council of the Boy Scouts of America, have engaged with the Mill only periodically. The marketing team also recommended using historic figures from the Mill as tools for getting the word out about the organization and its assets.
- **Revenue generation** ideas strayed outside the strict development territory of the traditional fundraising events, admissions, membership, major gifts, and grants. With an Executive Director from a development background, the Drexel students instead found novel ways to use the space to generate revenue consummate with the mission. This included using the ample open space on the property for various groups interested in the themes making the Mill run: technological change, food, and history. They also recommended cultivating a better appreciation for the green space at the Mill, emphasizing the ecological uniqueness of the property's wetlands, developing hiking trails, creating a Family Walk Day, and pushing in new and "greener" directions.

One long-serving Board member described the Drexel LeBow College of Business consultancy as far and away the best strategic planning process he'd ever experienced serving on the Board. Both groups left the consultancy having learned a tremendous amount. Equipped with new tools for raising funds, engaging audiences, and creating a sustainable non-profit, the leadership of the Mill is now prepared to enter the next twenty years of the Trust's history with renewed energy and focused vision.

The Mill seeks capacity building funds in the amount of \$3,960 from the Chester County Community Foundation's Capacity Building Initiative to support a new venture bringing new energy and age diversity to its volunteer force. Partnering with the Horseshoe Trail section of the Chester County Boy Scouts of America (BSA) and the Girl Scouts of Eastern Pennsylvania (GSEP), the Mill at Anselma will welcome young people to the organization's volunteer force, particularly in the form of an Explorer Post, create educational opportunity, perform vital work for the good of the Mill, and strengthen the community relations.

The establishment of Explorer Post 1747, centered around careers in history and social media, will benefit the Mill for years to come. The Post number is significant as the year the Lightfoot family constructed the Mill at Anselma. Coeducational and vocational in nature, Explorer Posts allow children and young adults from ages 16 through 20 to engage in meaningful career training while also performing community service with local organizations.

According to the Horseshoe Trail representatives of the BSA's Chest County Council, most Explorer Posts in the local area deal directly with law enforcement and ambulance services. The Mill aims to appeal to Explorers whose interests fall out of these traditional paths. Establishing a post at the Mill at Anselma, centered around history and social media, creates a set of excellent opportunities. Given the County's rich, local historical knowledge and heritage, and the Mill's wealth of archival and interpretive knowledge, young adults with an interest in historical eras spanning from the Colonial to the Modern will engage with volunteers and staff of the Mill in the preservation of historical assets, career possibilities in non-profit organizations, educational opportunities in local history, the importance of volunteers in the management of a historical organization, and other professional learning opportunities. The social media arm of the club will aim to help the Explorers understand constructive social media techniques, marketing for non-profits in the digital era, the importance of static content like websites versus dynamic content like Facebook and Instagram, and so on.

The children and young adults involved with Explorers often come from economically disadvantaged backgrounds. Many cannot afford further education and use the Explorer troop as an inexpensive way to break into careers and create networks. Given the wealth of networking and personal connections, the Mill believes Explorer Post 1747 will provide opportunity for young people interested in non-profits, history, and social media/marketing, granting valuable training and experience without the financially problematic price tag of a college education. The Mill believes it is approaching the Explorer Post at an opportune time: of declared majors for the 2019 class at Yale University, the top declared major is history (Christian Science Monitor, "Where are we headed? Answers may lie in the past." September 4, 2018).

As Explorer Post 1747 matures at the Mill, the Post will interface with other historical sites and non-profits in the West Pikeland area through personal and professional connections. For instance, Historic Yellow Springs, another historical non-profit only a mile away from the Mill, has already agreed to participate in and facilitate activities for Explorer Post 1747. Historic Yellow Springs, a historic retail district and site of the Washington Hospital, acts as a foil to the Mill's open spaces and outdoor character, giving Explorers some context of the non-profit sphere. The Ker-Feal home, a former home of Albert C. Barnes under reconstruction and located in West Pikeland, offers a future site for Explorers to learn about the formative years in a non-profit organization's lifespan, as the Board of the organization hopes to see Ker-Feal restored in the coming years.

Volunteers on the organizational side are critical to the success of the Explorer program. The Executive Director of the Mill, while involved with Explorer Post 1747, will also have the support of several volunteer advisors to the Explorer Post. This already committed leadership team includes:

- Ernie Holling, Chair of the Board of Trustees of the Mill at Anselma, West Pikeland Township Supervisor
- Thomas Donohue (Eagle Scout): Republican Committee of Chester county
- Dan Lucxka (Eagle Scout & Order of the Arrow): DpT physical therapy
- Nicholas Sapone (Eagle Scout): ARRO Consulting and instructor at West Chester University
- Christopher Butchkoski: Edge of Cinema, Inc.
- Christopher Mulhall (Eagle Scout): NE Commissioner of Boy Scout Jamboree 2019

The impact of the Explorer Post will be felt in the immediate term and into the future. Involvement of young people with the Mill assists immediately in the educational nature of the Mill's Trust. Explorers will provide extra volunteer hours to apply to vital tasks. The Mill also expects Explorers will also bring along parental involvement from individuals in their mid-30's to mid-40's, a group normally not engaged with the Mill on a regular basis due to time constraints. The Mill also expects to recruit longer term volunteers from the ranks of the Explorers, a self-selecting group interested in the Mill itself. As the Mill's operation expands and positions come open, it hopes to see internship and job applications from the individuals involved with Post 1747. Finally, the Mill hopes to expand the career opportunities agnostic of involvement in the Mill by providing letters of recommendation, career advising, pipelines to internship opportunities, and so on.

The Mill will measure the impact of Explorer Post 1747 over time, from the increase in volunteer hours resulting from Post involvement to simple foot traffic from Explorers, advisors, and parents. Explorer Posts begin with five young people and the Mill expects to maintain that number into the future. The Mill will make it a goal to bring in a diversity of individuals into the Post, including women, minorities, and underprivileged young people.

The budget of the grant includes the following items:

- **Uniforms:** The Mill will obtain branded Explorer uniforms for the Explorer post participants and leaders.
- **Camp site prep:** The Mill will direct the Explorer Post to create a fully equipped campsite adjacent to the tail race and the Miller's garden area. This site, located far away from the fragile historic buildings that could be damaged by a campfire, is adjacent to the Turkey Trail, part of the Lenape trail system being formed in conjunction with the scouts and part of a grant application to the Miller Fund at the CCCF. The Mill intends for the site to be used not only by the Explorer Post but scouts of all sorts like Girl Scouts of Eastern Pennsylvania and Trail Scouts USA.
- **New IT hardware:** The Mill will purchase two inexpensive laptops for the Explorers to do historical research, social media marketing, and non-profit educational activities. The Mill currently only has two desktop computers and relies heavily on personal computers for day to day operations. We will also purchase a modest portable projector system for presentations by guest speakers.
- **Field Trips:** Money will be set aside for the Explorers to set out to different sites and explore local history and local organizations as part of their mission.
- **Fund for new signs:** Money will be set aside for Explorer-guided creation of new interpretive signs on site. The Mill at Anselma will expand its signage while also allowing the Explorers to engage in a group writing activity.
- **Money for advertising and social media tools:** A modest amount of funding will be used to allow Explorers to experiment with social media marketing techniques like "Boosting" through Facebook and activities concurrent with old-media.
- **Tools:** Some of the hands-on activities will require additional equipment so that all the Explorers can have tools in hand when they engage in trail maintenance, cleaning, and other activities on site.

The Mill will undertake the following timeline of events for implementation of the Post over the next year:

- **October 13, 2018:** Following the Mill's Autumn at Anselma Demonstration Day, where scouts in uniform will receive a discount on admission, potential Explorers will be invited to learn more about Post 1747 with the hopes of recruiting five Explorers and creation of a post.
- **November 2018:** The Explorers and advisors will find a mutually agreeable monthly meeting date, with potential for additional meeting dates depending on youth interest. Meetings will occur in the Mill itself or in the Wagon Barn. Hands on projects will include original historical research, social media and marketing how-to's, maintenance of the site, shadowing volunteers, creation of a campsite, garden cleanup, and hearing guest speakers. Where possible, monthly meetings will occur around the Demonstration Days for Explorers to see firsthand the Mill's operation.
- **December 2018-March 2019:** Explorers will branch out from meeting at the Mill at Anselma to visiting other sites, particularly in the coldest months when the Mill's site is not ideal due to snow. This will include Historic Yellow Springs and other historic buildings in the Chester Springs area.
- **April 2019-August 2019:** Explorers will assist with the reopening of the Mill's site, social media pushes, and broad activity planning for the coming season of the Mill, where the staff of the Mill plans several new and exciting events. During the summer months, Explorers will work alongside the Collections Committee with historical research, the Events and Development Committees with social media and marketing, and the Executive Director on non-profit management.
- **September 2019:** The Board and Executive Director of the Mill will make a point during one of the regularly scheduled meetings to take stock of successes and areas of improvement for the Explorer Post and ways that they can be better utilized in the coming year.

The impact of the program will be measured in several ways:

- **Meeting metrics** including number of original speakers, volunteer hours committed to projects, attendance at individual meetings, and the outcomes for students "graduating" from the Explorer Post on to other ventures like jobs or school will become the front-line measurements of success. **Periodic meetings of the Explorer Post team**, at least twice a year, will bring together the multiple volunteers making the program possible to review this data. The sessions will be an excellent way to track progress and make sure that the Explorer Troop does not lose track of its purpose.
- **Explorer interest and retention** will be measured during the course of the grant and reviewed quarterly by the leadership team. Attention will be measured through touches in conjunction with the Chester County Council of the BSA, which has its own tracking mechanisms for new Explorer Posts. Understanding how new Explorers are fed into the existing program will help with recruitment into the future.
- A **year end review** of the Explorer Post operations will bring together the many volunteers who participated in the program during the year. This hour-long session will attempt to determine strengths and weaknesses of the program and create a more robust program in the future.