

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

Contact Information

Organization Name: Triskeles
Address: 707 Eagleview Blvd, Exton, PA 19341
Phone: 610-321-9876
Website: www.triskelesprograms.org
Year Incorporated: 2009

Executive Director Name: Clemens Pietzner
Executive Director E-mail: cp@triskeles.org
Board of Directors Chair Name: Ray Schneider
Primary Contact Name: Lisa Faranda
Primary Contact E-mail: lfaranda@triskeles.org

Has your nonprofit ever applied to the Community Foundation? Yes No Not Sure
Has your nonprofit ever received funding from the Community Foundation? Yes No Not Sure
 Donor Advised Fund(s) Fund for Chester County Don't know/Not sure

Field/s of Interest:

Arts, Culture & Humanities Environment/Animal Welfare Education
 Health Human Services Religion

Organization Information:

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

Chester County, including Phoenixville, Pottstown, Downingtown, Coatesville, West Chester

Describe Population Served and Annual Number of People Served:

We serve underserved, economically challenged youth and communities. We serve approximately 650 people per year directly and thousands more indirectly.

Mission: To create transformative, real-world opportunities for youth through teaching critical life skills, promoting personal growth and connecting youth to mentors, their communities and meaningful employment.

Proposal Summary: We respectfully request capacity-building grant in the amount of \$5,000 to support Triskeles' organizational growth as Triskeles Inc undergoes a delineated 'break away' from Triskeles Foundation to include capacity building in areas related to leadership transition, rebranding, fundraising development, staff benefits and retention and the relocation of our office to be more embedded in one of the many communities we serve. Financial stability, improved and stronger leadership and governance are critically necessary to move the organization through this time of transition to an even higher level of service and recognition.

If Capacity Building Proposal, the focus is:

Mission, Vision & Strategy Governance & Leadership Strategic Relationships
 Fundraising & Development Technology Other: _____

Annual Budget \$ 535,932 _____ 5 _____ # of Full-Time Equivalent Paid Staff
 91 _____ % of budget for program expenses 11 _____ # of Board Volunteers
 5 _____ % of budget for administrative expenses 450 _____ # of Active Non-Board Volunteers
 4 _____ % of budget for fundraising expenses 2250 _____ # of Volunteer Hours

100 % total Percentages taken from audit of 2017

Top 3-5 funding sources:

Pottstown Area Health & Wellness Foundation, Bader Philanthropies, Chester County Dept. of Community Development

Grant Amount Requested from the Community Foundation: \$ 5,000 _____

II. CHESTER COUNTY COMMUNITY FOUNDATION GRANT PROPOSAL NARRATIVE

1. Organization's history, goals, key achievements and distinctiveness

History

In 2002, Triskeles Foundation was established to serve the community in three main areas: philanthropy, nonprofit advising and youth programming. By 2009, youth and community programming had expanded so significantly that Triskeles Foundation split into two separate 501(c)(3) organizations: Triskeles Foundation and Triskeles Inc.

Although, Triskeles Inc functions independently and autonomously to serve youth and their communities, there continues to be extensive confusion regarding the distinct nature of each nonprofit entity. Much of the confusion is due to the similarity of the two organizations' names, shared space and for some time shared leadership. It is often mistakenly assumed that the two entities are directly connected whereby the Triskeles Foundation is funding Triskeles Inc's programming. This is not the case. The work of Triskeles Foundation centers on stewarding donor advised funds, and as an organization does not support Triskeles Inc.

Triskeles, Inc. has matured into a non-profit organization offering a host of programs that focus on sustainability, community action, and youth and community development. Our programs for children and teens develop leadership, career and job skills, healthy lifestyles, literacy, eco-literacy and social responsibility. In addition, Triskeles provides programming for whole communities to address pervasive issues of poverty, such as hunger and food insecurity, that sustainably offer positive solutions to food insecurity challenges facing neighboring communities. As Triskeles matures, we are poised to work with others to address regional challenges faced by youth and communities through our programmatic work and also organizationally continue our momentum of moving Triskeles forward in a positive and sustainable direction.

Organizational Goals

Triskeles' organizational goals reflect our strategic plan which includes the following:

- Expand the reach of our programming by serving more youth in existing programs
- Respond to the needs of communities in our service area with innovative and effective programming
- Participate in the discourse around youth and community development by serving on county-wide committees and projects
- Continue to diversify our funding

Key Achievements

Triskeles' programs serve children, teens, individuals and families in the region. In 2017, more than 85% of the youth in our programs came from low-income, under-served and minority populations in the Greater Philadelphia region, while our community program, Food For All, involved nearly 450 volunteers from the private and social sectors and had the meal impact of 110,000 servings of fresh vegetables through its donations of organic produce at 41 local pantries.

In 2017, Triskeles is proud to have accomplished the following:

- Triskeles was designated as a high impact organization by a national external evaluator reviewing 183 youth programs that develop social and emotional learning. Not only did 86% of our participants in Food For Thought make significant, measurable gains, Triskeles scored in the top 5 designees.
- 449 Triskeles' Food For All volunteers at 16 partner sites produced more than 14 tons of fresh, organic vegetables, of which 89% was donated to people and families in need.
- Our youth programming directly served over 600 youth, totaling more than 4500 hours.
- Over 150 high school and college aged youth and local social entrepreneur panelists participated in Triskeles' Young Social Entrepreneurs Conference
- 39 Triskeles Food For Thought teens raised and donated \$1,600 to 6 local charities during our Youth Philanthropy workshop.
- 100% of our youth in the Urban Sustainability Leadership Academy graduated and were accepted into college.
- 45 teens participated in Green Career Pathways (GCP) internship program serving Chester and Philadelphia Counties; 100% of in school youth have advanced academically and 80% of out of school youth were placed in permanent employment or further education/training.
- Triskeles developed multiple partnerships across the for-profit, nonprofit and governmental sectors.

Distinctiveness

Triskeles' engages youth, builds community and effects change. Our programs are sequential, relational, integrative and experiential; thus creating long-term impact to address major poverty and social justice issues of the 21st century – poverty, food equity, unemployment, health and wellbeing. Furthermore, the principle of sustainability informs all of our programming; our emphasis on a just and sustainable economy distinguishes our work-readiness programs. As young people transition into adulthood, Triskeles' programs provide the tools, experience and connection needed to develop, model and adopt positive behaviors for the

future.

2. Funding request

We are requesting a capacity-building grant in the amount of \$5,000 to support Triskeles' organizational growth as Triskeles Inc undergoes a delineated 'break away' from Triskeles Foundation to include capacity building in areas related to leadership transition, rebranding, fundraising development, staff benefits and retention and the relocation of our office to be more embedded in one of the many communities we serve.

Triskeles inc. has grown so substantially that the organization requires a new level of leadership from a full-time Executive Director, especially if we are to sustain the growth we have enjoyed and build our capacity. Triskeles Inc. Board Members have recognized the need to distinguish our organization from Triskeles Foundation and to create a brand identity that speaks to who we are. To do this, the organization will, in its new fiscal year, announce a name change and move to a non-profit hub in Phoenixville so that we can have our offices in the community where we serve. Tied to these changes are the questions of financial stability; the organization, while financially sound, needs now to secure a more diverse source of funding, increase its donor base and create a strategy for acquiring major gifts. We are at an exciting moment of our history, one that will bring the organization to a new level of service and recognition.

Key Initiatives

- In order to accomplish all that is possible at this moment, we will need to do the following:
- Hire a new Executive Director
- Strengthen our Board by increasing the number of members and providing Board training
- Create a new strategic plan
- Increase our data collection and tracking capacity
- More fully and effectively utilize our data base for tracking donations, gifts and grants
- Develop a strategy to diversify our funding sources
- Build our capacity to maintain vigorous fund development activity
- Adopt a new logo
- Announce our new name
- Establish brand recognition and yet retain our reputation for high quality programming
- Celebrate our 10th anniversary publically
- Develop outreach strategies for collaboration and partnerships
- Change locations for proximity our service area and other potential non-profit partners

Specific needs and issues to be addressed

As Triskeles programs grow and mature, it has become increasingly apparent that while we share a history and values with Triskeles Foundation, our mission, goals and trajectory are quite different. For over a decade, Triskeles Inc and Triskeles Foundation have shared staff and office space. And, while this arrangement mitigated redundant expenses for organizations, the affiliation has also caused reoccurring confusion in several crucial areas as follows:

- An erroneous assumption that Triskeles Foundation acts as a funding vehicle supporting Triskeles Inc. Only a very small percent of Triskeles Foundation's donor advised fund directly support Triskeles Inc's work. Over the last three years, DAF support made up 2% of Triskeles Inc's overall income.
- Misunderstanding linked to the similarity of the two separate organizations' names. For example, frequently funders, vendors, partners and other friends of the organization blur the two organizations. On numerous occasions, Triskeles Inc has been confused with Triskeles Foundation on donation checks and during web searches. The likeness of the two entities names and the ensuing confusion that has resulted, warrants Triskeles Inc's Board decision to change the legal name to delineate a clear break from Triskeles Foundation and eliminate further confusion.
- As both organizations mature and undergo transitions, it has become eminently clear that we need a full-time Executive Director who will shepherd through a name and location change as well as shift from founder to full-time Executive Director.

How will this capacity building initiative impact your organization?

is funding request will enable us to accomplish the tasks needed to achieve a higher level of financial security, and therefore, more effectively further our mission. With a new, full-time executive director, board training, and increased development support, we will be able to achieve the strategic goal of diversifying our funding sources. Currently, we are relying too heavily upon public and private grants, with individual donors, sponsorships and major gifts lagging. While we generally have funds sufficient for four months running time, the fact that the sources of our funding are out of balance, undermines our financial stability. While 100% of the Board Members donate to the organization, much more training is needed for Board Members to understand and feel able to carry out their role in our fundraising. With even a part-time Development Associate, we will ha the staff time to focus on building the donor base, creating annual reports and cultivating relationships with individuals and corporations interested our work. Further, with a new Executive Director arriving as a new strategic plan is scheduled to be developed, the organization can focus its efforts on

improving its data collection and tracking, creating brand recognition and growth. With more substantial data collection, we will be able to better carry our message and demonstrate our impact to potential funders, Financial stability, strong Board participation and better governance are what will "move the needle" for us as we break apart from Triskeles Foundation completely and remain a strong, independent non-profit. Assessment data will certainly lead to greater organizational capacity in the following ways:

- Stronger leadership and governance will help to deploy our resources more effectively
- Increased development activity will generate income and diversify our funding sources
- Greater financial stability will underpin program development and enhance our ability to serve more people
- Office space in Phoenixville will enable us to collaborate more easily with more non-profits to expand services available to residents
- New messaging and branding will refresh and strengthen our reputation for high quality programming and expertise
- Utilizing Giftworks more effectively will allow us not only to track donations and grants but allow us to conduct more useful analyses of our donor base so we can cultivate stronger relationships with our supporters

3. How will this impact be measured?

Outcome assessment data is utilized by our organization in several ways. Data collected for each program serves as a basis for an annual program review conducted by Staff and Board. The deliverables are bench marks for the Board to monitor organizational capacity. A new strategic plan will guide the growth we anticipate and enable the Board and Executive Director to redirect or correct course when they monitor progress on the plan quarterly.

Expected Activities, Timeline

Over the next 12 months we have the following objectives and outcomes:

- Select a new name and complete legal process necessary for the change – currently
- Hire a full time Executive Director -- January – February, 2019
- Provide at least one board training -- February, 2019
- Add a board member – Spring, 2019
- Implement a new data collection and tracking method – December, 2018
- Implement a branding and messaging strategy to announce our new name and logo – November, 2018
- Launch a public awareness campaign to celebrate our 10th anniversary November 2018 – November 2019
- Reconfigure and increase our staff capacity for development work – March 2019 – September 2020
- Have a three-year strategic plan in place -- March 2019 – June, 2019
- Have a new location – March 2019

Estimated Cost

Not all costs have been fully identified, and we are fortunate to have access to professional volunteer support through Catchafire for some of our marketing and rebranding campaign; however, some costs are more immediately identified:

- New Executive Director and Increasing capacity for development adds \$45,000 to the budget within the next two years
- Logo Design -- \$1,500 (see attached proposal)
- Website Design -- \$2,800 (see attached proposal)
- Move and technology installation – \$14,000 (see attached proposal for technology)

Why it is important to fund this now

This is an auspicious time for Triskeles as we celebrate our 10 year as our own 501(c)3. We are on the verge of moving the organization to a new level of service and impact. The new fiscal year begins October 1st and we are preparing a budget for the board to approve at its next meeting in October. The leadership change is imminent, and it is efficient and wise to change the name, rebrand and relocate at this time. Because the new leadership will be key to driving the organization's next three-year strategic plan, increasing our network of donors and moving the mission forward, it is sensible to make these changes now. We recognize the enormity of the changes moving us forward, and now is the time to set our course.

How impact and results will be demonstrated

The following deliverables will demonstrate the impact and results:

- A new Executive Director in place
- At least one new Board Member
- A data collection system adopted by all program directors
- A 10% increase in individual contributions A 5% increase in number of youth served
- A 5% increase in number of youth served