

I. CHESTER COUNTY COMMUNITY FOUNDATION GRANT PROPOSAL SUMMARY SHEET

Contact Information

Organization Name: Trellis for Tomorrow
 Address: 30 Hall Street, Suite 302, Phoenixville, PA 29460*
 Phone: 610-886-4901
 Website: www.trellis4tomorrow.org
 Year Incorporated: 2003
 FEIN: 27-0268541

Date: 9/12/2019

Executive Director Name: Jennifer Anderson
 ED E-mail: janderson@trellis4tomorrow.org
 Board of Directors Chair Name: Ray Schneider
 Primary Contact Name: Jennifer Anderson
 Primary Contact E-mail: janderson@trellis4tomorrow.org

Organization Information:

Field/s of Interest:

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

Mission: We 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.

Geographic Area Served (If not all of Chester County, specify primary Chester County regions served): Chester County, primarily Spring City, Phoenixville and Chester Springs.

Describe Population Served and Annual Number of People Served: Our primary focus is on individuals, teens and families facing food insecurity. We also serve individuals and teens wishing to make a positive impact on food insecurity or sustainability. Over the course of our 2018-2019 FY thus far, we have served 577 youth directly, 476 adults directly, and approximately 3,150 individuals indirectly as recipients of our produce.

Annual Budget \$490,000

		5	# of Full-Time Equivalent Paid Staff
92	% of budget for program expenses	7	# of Board Volunteers
4	% of budget for administrative expenses	10	# of Active Non-Board Volunteers
4	% of budget for fundraising expenses	268	# of Volunteer Hours

Top 3-5 funding sources: Pottstown Area Health and Wellness Foundation, Natural Lands Trust, Chester County Workforce Development, Leo and Peggy Pierce Family Foundation, Montgomery County Intermediate Unit

Is this grant proposal for: Capacity Building or General Operating ?

If Capacity Building Proposal, the focus is:

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

Grant Amount Requested from the Community Foundation: \$4,500

Proposal Summary: Trellis for Tomorrow is seeking capacity building support from the Chester County Community Foundation to support a part time position that will aid in the development and implementation of an individual donor strategy increase the % of funding coming from individual donors. These funds would be used to augment funding already received from PCHF with a match by the Trellis board for the purpose of achieving the following three goals:

- Develop and implement a realistic process for reviewing, assessing and prioritizing of current and past donors
- Structure an individual donor cultivation, solicitation and stewardship plan that includes a related plan for events and also takes into consideration different donor constituencies
- Assess and determine the requirements of a fundraising software system for the next 3-5 years

II. CHESTER COUNTY COMMUNITY FOUNDATION GRANT PROPOSAL NARRATIVE

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

Trellis for Tomorrow (formerly Triskeles, Inc.) is a 15-year old organization that works to build more resilient communities through youth leadership and development, promotion of health and wellbeing, and the advancement of environmental sustainability.

Our work has taken many forms over the last decade and a half. A leadership transition in January 2019 provided an opportune moment to take a closer look at our work and mission to determine where we can make the greatest impact given our capabilities and resources. Based on conversations with funders, community partners, and participants, we decided to explicitly focus on programming that has 1) multi-level benefits for improving the health and wellbeing of the community, 2) has systems-change and/or rapid scaling potential, and 3) leverages partnerships with other organizations. This framework allowed us to identify four programs that would be the focus of our work this summer and fall: Youth Seed Enterprise, Food for All, Youth Environmental Stewardship, and Tempus.

Each of our programs has specific goals and expected outcomes. In general, however, the outcomes we seek as an organization include the following:

- Advancement of social and emotional learning in teens
- Increased access to nutrient dense produce for communities in food deserts or facing food insecurity
- Skills acquisition in the area of environmental stewardship, organic gardening, leadership, career building and entrepreneurship
- Increased civic engagement among youth participants, including an improved youth-to-community connection and enhanced awareness of social issues impacting their communities.

Youth Seed Enterprise (YSE) is an eight-week summer program during which teens establish a local, organic garden, learn how to manage the garden, and then harvest the produce to provide nutrient-dense food to the community. YSE goes beyond traditional hands-on learning models to include the creation of an enterprise that has the potential to nourish a community (emotionally, economically, socially and physically) for years to come. YSE's experiences and curriculum enhance social emotional learning (SEL) needs and leadership skills, while simultaneously making major advancements towards a long-term, youth-led solution to food insecurity in a community.

Food for All (FFA) is an innovative organic garden partnership program provides rewarding opportunities in community engagement, volunteerism and social responsibility while also meeting the needs of those struggling with food insecurity. Trellis staff work together with organizational partner sites (currently 18 partners across the 5-county area) to design and install attractive raised-bed gardens on site and provide a full stewardship plan for the garden and education of all volunteers. All growing partners in the Food for All program commit to donating at least half of their harvest to local pantries and other food assistance programs, resulting in an immediate and significant impact on access to nutritionally dense, organic food. Last year, over 26,000 pounds of produce was harvested, of which 88% was donated. This abundant crop positively impacted the nutrition of over 92,000 meals. The program

Youth Environmental Stewardship (YES) is an innovative program that offers opportunities for young people to engage with their natural environment and communities in creative ways while learning valuable skills for leadership, teamwork, personal and career development. The primary focus of YES is on environmental sustainability, particularly on land stewardship. The program is offered in partnership with Natural Lands (a conservation organization) and takes place at two of their preserves, Binky Lee and Bryn Coed. Both are in Chester Springs, PA. Program participants gain paid, hands-on experience in land stewardship and serving a "customer". They are exposed to various careers in the field, while also enjoying exciting and fun activities focusing on environmental education.

Tempus Young Entrepreneurs Conference—Since 2012, Trellis has held an annual conference to educate high school youth about social entrepreneurship. Goals include helping youth to understand what social entrepreneurship is, that entrepreneurship is a path available to them, and learn skills that are relevant and useful to entrepreneurship as well as any work experience. The conference is highly interactive and engages youth in ideation, business planning and pitching to prospective customers or investors. While Tempus is geared toward underserved youth, Tempus includes youth from a

variety of socio-economic circumstances, which builds on youth commonalities instead of economic divides. In 2018, 162 attended from 9 schools/organizations from the Greater Philadelphia area including the western suburbs.

2. Funding request

Specific needs and issues to be addressed

Having a clearer picture of how we can best serve in the community in the near term, our next goal is to diversify our funding sources to be able to support these efforts in a more consistent and stable fashion. While we are very proud of the percentage of our funding that comes from fee for service activities, we know that our individual donation percentage remains around 6% of our overall funding. This is much lower than it could be or should be for healthy financial sustainability. We feel that there is a lot of opportunity to increase this percentage to closer to 20% or even greater in the next couple of years which, in turn, will help us to expand our efforts and reach more youth and families.

Description of key initiatives/Description of Expected Activities, Timeline and Cost

We are seeking to fund a part time staff person for a 3-month period. Jennifer Salvo has been working with Trellis for Tomorrow over the last year implementing our fundraising system, GiftWorks and correspondence to individual donors. She is highly capable of supporting the ED and board on an individual donor strategy and is interested and able to expand her hours with Trellis. Jennifer is also a very good long-term candidate for supporting marketing and development on a more permanent basis. Initially, Jennifer will lead an effort to recapture 25% of donors who did not donate in 2018 but who had donated in the prior 2-3 years. This work will include developing a documented donor review, assessment and prioritization plan for recapturing the 25%, as well as a donor cultivation, solicitation and stewardship plan going forward. Jennifer will also work to create a list of requirements for a fundraising software system and an evaluation of our current system relative to that list.

We currently have Jennifer's work funded through the end of October based on funding from the PCHF. We are looking to fund her continued work on this front through the end of the calendar year, which is three more months at \$1,500 per month for her time (above and beyond what we pay her for the work she does day to day). We anticipate that the project goals outlined above can be completed by year end.

Why it is important to fund this now/How will the capacity building initiative impact the nonprofit?

Historically, Trellis for Tomorrow has focused on foundation funding augmented by one or two key events per year. Over the last few years, our fee for service activity has increased but our individual donors have not been a focus. With foundation funding becoming more competitive, it is critical for us to diversify and strengthen our funding plan as soon as possible. We also seek to expand our YSE and YES programs in 2020 so that we may serve more youth and families. We cannot do this on foundation funding alone.

How impact and results will be measured/demonstrated

We will seek to accomplish the following:

- A 20% increase in the dollar amount of individual donor contributions for the six months from September 1 to March 30 relative to the same six-month period in 2018-2019
- Recapture 25% of donors who did not donate in 2018-2019 but who had donated in the prior 2-3 years
- A documented donor review, assessment and prioritization plan
- A documented donor cultivation, solicitation and stewardship plan
- A list of requirements for a fundraising software system and an evaluation of our current system relative to that list

Strategic Plan Status

Our current strategic plan ended in 2018. Given that our new Executive Director started in January, we felt that it was important to give her time to onboard and understand the organization and help navigate through the transition of a name change and other systems changes related to the complete separation from Triskeles Foundation. It is our plan to begin working on a next strategic plan this winter.

III. ATTACHMENTS

1. Copy of 501 (c) (3) federal tax-exempt letter – attached with name change letter
2. List of Board of Directors, with their affiliations - attached
3. Most recent annual report and financial statement, audited if available - attached
4. Itemized organizational operating budget with actual results for prior fiscal year and current fiscal year to date - attached
5. If capacity building initiative, itemized budget - attached
6. Current strategic plan. If your nonprofit does not have a current strategic plan, explain why. -See last item in narrative