

December 11, 2020

Trailhead Institute 2021 Budget



For public health innovation

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Trailhead Core Business

In our 27 years of service, Trailhead has become the leading expert in advancing public health by bringing together diverse partners across Colorado to identify, plan for, and implement strategies that advance health equity. As a Public Health Institute that serves Colorado and the Rocky Mountain West, we infuse strategy, creativity, and innovation into the field of public health by building diverse partnerships, serving as a nimble and neutral space for incubation, and by scaling up public health action across Colorado. Our experience and expertise align with the Strategic Skills needed to advance Public Health 3.0, and the organization relies on experts across the field who have the deep understanding and insight in the Specialized Skills (Building Skills for a More Strategic Public Health Workforce: A Call to Action, deBeaumont Foundation, 2016). We leverage our unique understanding of how to implement effective strategies to advance health equity across a diverse range of public health issues, which we have gained through previous work.

2020 has proven to be an incredibly difficult year for non-profits and public health. As an organization that sits at the confluence of both of those fields, Trailhead has not been exempt from the impacts of COVID-19, racism, wildfires and many other public health issues that have become magnified at this time. This distress includes: moving to a remote work environment, increasing the isolation and mental distress among staff and partners; stress and uncertainty of funding and continued work for all employees; and ongoing stress watching our families, neighbors, co-workers and friends struggle with the political and personal stress of the year. Our stress is not unique to either of our fields and we are fortunate that we have not lost significant funding over the course of the year.

Though 2020 has been full of uncertainty, approaching a 2021 budget with significant number of unknowns will lead to tough decisions for Trailhead and many of our partners. I am hopeful that the incredible work we have done in 2020, as outlined below, will lead to continued support and growth for Trailhead into the future.

Trailhead 2020 Budget Accomplishments

- The 2020 budget had planned for a \$242,822 deficit for the year. With the additional work and the support we have provided throughout the response to COVID-19 we do not expect to have a deficit by the end of the year.
 - This was partially due to the influx of responsive grants we were able to give out through the Blueprint to End Hunger and the Colorado Farm & Food Systems Response Team together totaling \$7,959,388
 - We also provided support to communities and partners to spend and support the administration of CARES Act Funding, including Project Protect Food Systems (\$842,739)
- We have increased the number of Administrative Partners by 7, while also graduating 1 partner.
- Several of our long standing funders provided continuous support and engagement to ensure success of Trailhead staff and partners. This includes Grove Foundation and Buell Foundation, our two primary funders for our Youth Sexual Health Program.
- We have forged new partnerships and collaborations that have led to support and impacts for the field of public health during a pandemic including developing and leading the Colorado Public Health Workforce Collaborative
- We applied for and received a Paycheck Protection Program (PPP) Small Business Administration (SBA) Loan, which has the potential for full or partial forgiveness. Application for forgiveness will be processed as more information is provided by SBA on the forgiveness process



Trailhead 2021 Budget Priorities

- Given the time limitations of several of the sources of funding we received at the end of 2020, most specifically the CARES Act funding which has to be spent by December 30, 2020, we expect to have a significant drop off in revenues at the beginning of 2021
- We have found and will need to continue to find new and different work to fill the budget needs in the years to come and work toward not functioning under a deficit. This includes additional funding for:
 - Youth Sexual Health Program
 - Colorado Public Health Workforce Collaborative, specifically for mapping and implementation public health career and education pathways
 - Maintain current Administrative Partners
- We have invested and will continue to invest in the emotional, mental and physical well-being of our staff through ongoing internal supports and an attention to building a regenerative culture that values thriving team members.

TRAILHEAD TOTAL BUDGET Staffing and Budget Summary

	2019 Total FTE	2020 Total FTE	2021 Total FTE
Average	17.57	18	23



Trailhead Operations

Core Business

Throughout 2019 and 2020, Trailhead staff and board recognized the need to more explicitly explore equity and the personal and professional growth needed to effectively engage and act against oppressive systems. In 2019, Trailhead staff completed its first annual Organizational Health Index (OHI) which was repeated in 2020. The OHI is designed and led by nRhythm to measure the equity and health of the organization's operating design, ecosystem, and receptivity to change. To start off 2020 Trailhead board and staff co-developed the 2020-2023 strategic plan. Though the intention was to launch the strategic plan in spring of 2020, we pivoted as the COVID-19 pandemic flooded the field of public health and as racism was recognized as a public health crisis. This pivot was necessary to ensure the strategic plan was responsive to the needs of the field and of communities.

In 2020 Trailhead made structural changes that will hopefully support our move to become a regenerative organization. This includes the development of function Teams (outlined below) to ensure collaboration and dispersed decision making across the organization. The following are the Teams and each of their unique purpose (listed alphabetically):

1. **Administrative Partnership Program Team:** To serve as the premier fiscal and administrative partner - developing independence and skills for groups and organizations addressing community health challenges.
2. **The Communications Advisory Team:** To develop, curate and coordinate Trailhead messaging.
3. **Connections and Culture Team:** To design inclusive activities, procedures and policies that promote wellness in the workplace.
4. **Director's Team:** To serve as the compass of the organization and keep Trailhead on course with our Mission, Vision, Values and Drivers, in a way that centralizes and prioritized mutualism and collaboration between and among staff, board and partners so that we build and serve a regenerative, thriving and sustainable public health institute.
5. **Finance Team:** To provide fiscal leadership and operational excellence that ensures the continuation of valuable services and builds shared understanding or organizational and program/project financials to support clear decision-making and financial literacy
6. **Strategic Programs Team:** To build programs that are known for developing growth, stability, innovation and sustainability in public health and that bring together diverse initiatives that explore what's possible and help identify what's next.

The Trailhead Operations budget covers the necessary functions to keep the organization functioning. This includes finance and operations staff, investments in organizational culture, office space, software, contractors, and materials needed across the organization.



2020 Accomplishments

- The 2020 budget had planned for a \$242,822 deficit for the year. With the additional work and the support we have provided throughout the response to COVID-19 we do not expect to have a deficit by the end of the year.
- We applied for and received a Paycheck Protection Program (PPP) Small Business Administration (SBA) Loan, which has the potential for full or partial forgiveness. Application for forgiveness will be processed as more information is provided by SBA on the forgiveness process
- We were notified that we received funding to implement a new general ledger system that will create efficiencies across the organization. Notification was received in 2020 though the work will take place in 2021.
- Successful transition to remote work through the pandemic.
- Building options for organizational efficiencies and employee engagement, mutually
- Building a regenerative organization, as evidenced through OHI results.
- Initiated and developed the Connections and Culture Team and the Communications Advisory Team.
- Exploring ways to engage all staff and maximize their strengths, through strength-based assessments, coaching and ethical communication training.

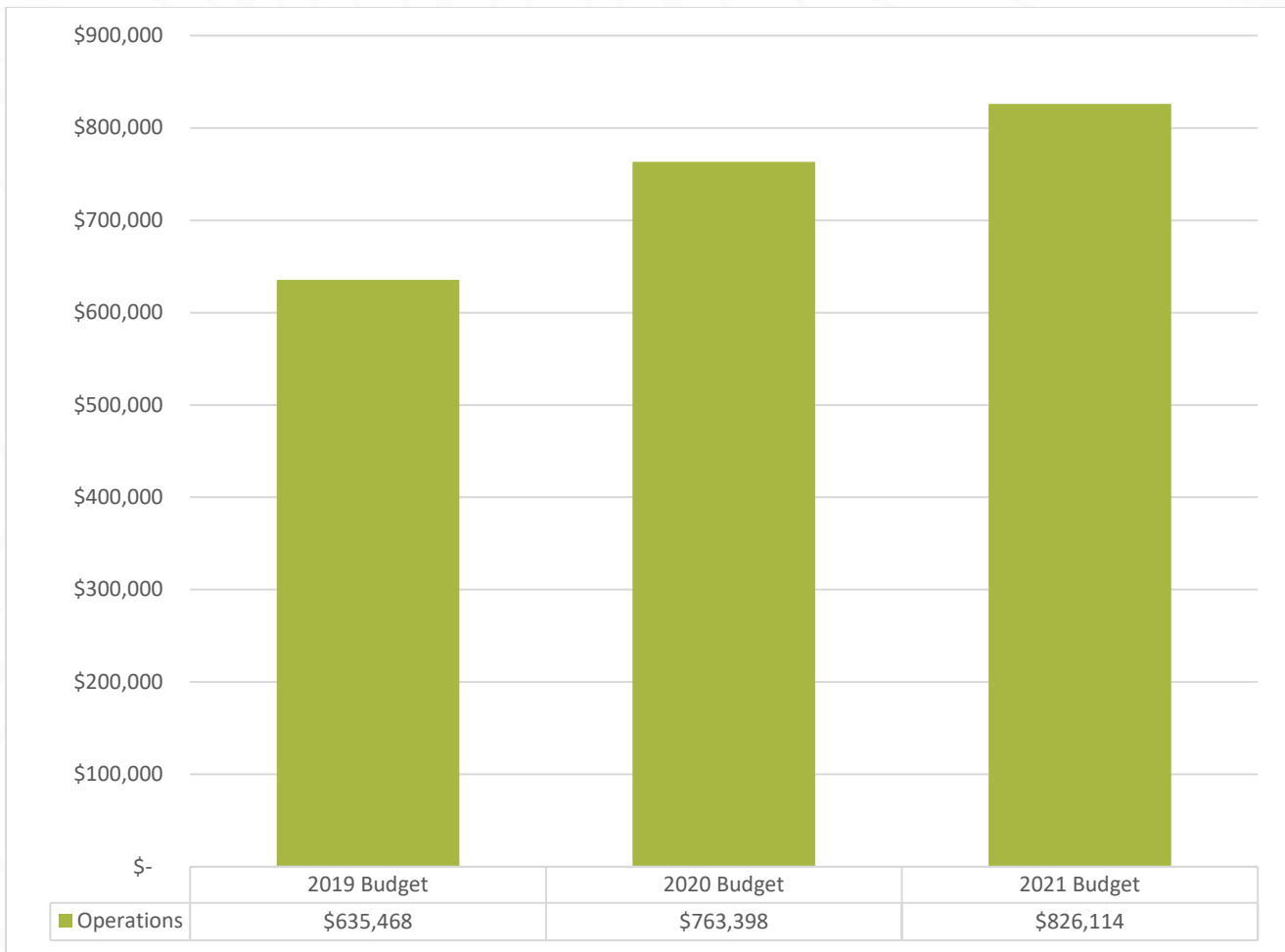
2021 Priorities and Growth Opportunities

- Ensure all staff are able to continue to successfully work remotely throughout the year.
- Explore options for how to create efficiencies across the organization
- Apply for additional funding for core functions of Trailhead
- Throughout the year, we will have the opportunity to update some of our systems which should increase our ability to work and function more efficiently across the organization and with our partners.
- Hire and sustain Communications Coordinator position to support Trailhead's messaging and growth potential

OPERATIONS

Staffing and Budget Summary

	2019 Operations FTE	2020 Operations FTE	2021 Operations FTE
Operations	2.69	3.6	1.7
APP	3.44	2.95	5.3
Total	6.13	6.55	7.0



Trailhead Programs

Core Business

Trailhead Institute Programs are the core public health implementation programs that will be sustained as core lines of business for Trailhead. These include Community Engagement, Workforce and Youth Sexual Health. The Strategic Programs Team oversees the continued movement and growth of Trailhead Programs.

Workforce

Though Trailhead has been working at developing and sustaining new and long held public health workforces for many years, we have taken the necessary steps in 2020 to clearly define the role we can take as a leader in public health workforce planning and development in Colorado. This was done through the continued development and leadership of the Regional Health Connector Program and the founding and coordination of the Colorado Public Health Workforce Collaborative. This work has led to Trailhead further committing to supporting and sustaining the public health workforce across the state.

Youth Sexual Health

Working together as a vested strategic partner, Trailhead's goal is to become a trusted, centralized, multi-sector, go-to resource for youth sexual health, education and resources across Colorado as a way to connect initiatives, dismantle silos, and build seamless synergy across health topics. We operate and implement programming based on the belief that every young person has the right to receive medically accurate information so they are empowered to make informed decisions about their own sexual health.

2020 Accomplishments

- Development and continued collaboration across the Strategic Programs Team
- Maintaining and growth in funding across all programs
- Implemented the first OHI Network Survey to collect data on our performance based on key partners' perceptions and experiences

2021 Priorities and Growth Opportunities

- Continue to grow the collaboration across the Strategic Programs Team including how to ensure time and energy is dedicated to innovation
- Find new and different funding opportunities for existing programs
- Build new and different communications about the successes and potentials of partnership with Trailhead Programs
- Hire and sustain Research and Evaluation Program Coordinator to support current programmatic needs and growth potential

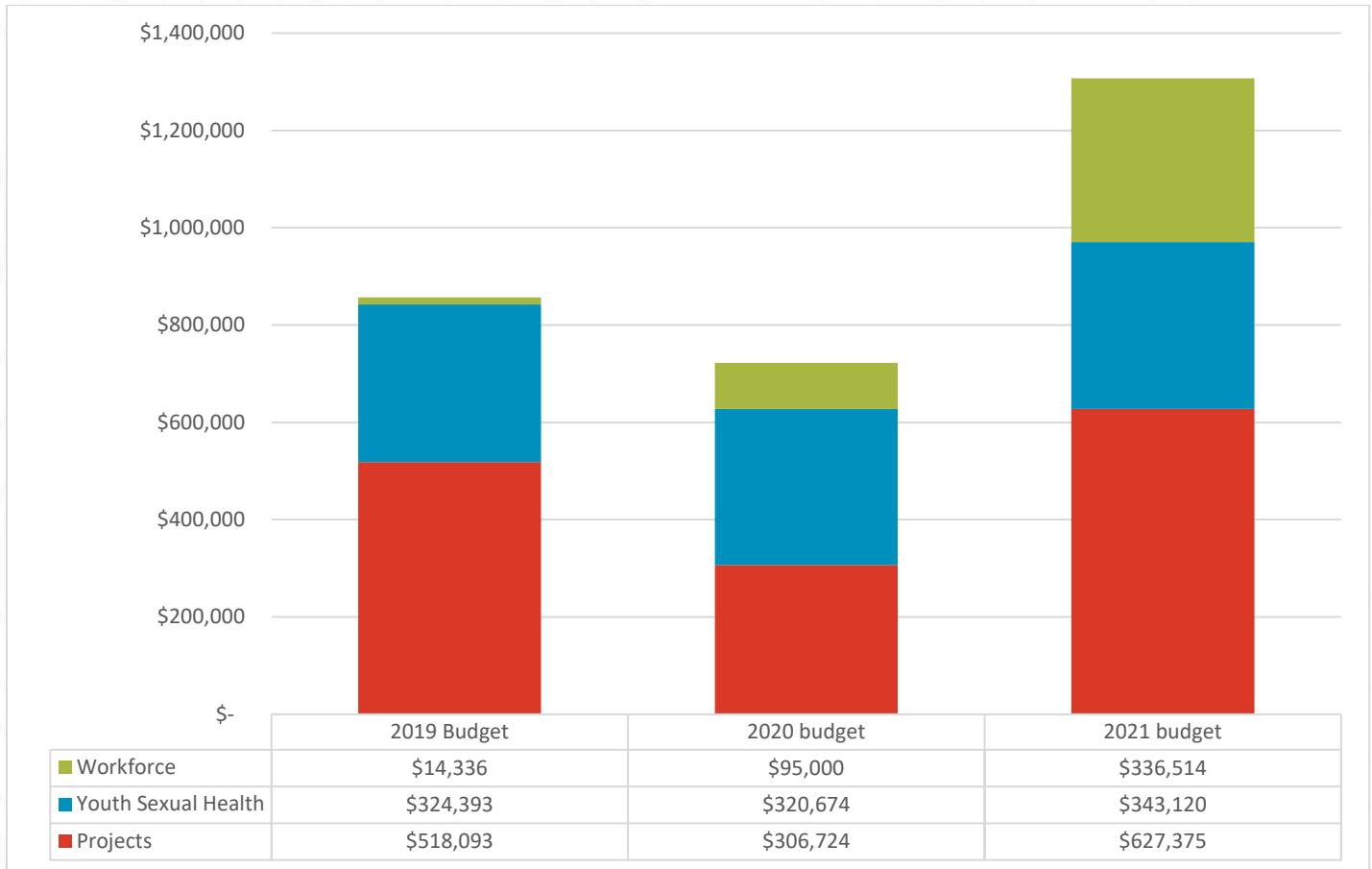


For public health innovation

PROGRAMS

Staffing and Budget Summary

	2019 FTE	2020 FTE	2021 FTE
Average	7.79	4.45	6.00



Trailhead Administrative Partnerships

Core Business

Trailhead is leveraging its expertise in community engagement and administration to increase the capacity of communities and CBOs to secure, manage, and administer large grant funding so that these organizations can serve their community in the ways that work best for them.

Trailhead serves as a flexible and strategic administrative partner, providing fiscal sponsorship and operations support to individuals, organizations, and collaboratives. Partners may be unincorporated entities, a 501(c)(3), or an LLC in need of an administrative partner, with or without funding in hand, on a specific grant or project. Trailhead's approach allows Administrative Partners to leverage the organization's back office services while maintaining full control over their projects.

Managing the fiscal and administrative responsibilities of a public health initiative can be a complex and time-consuming burden that diverts precious staff and resources away from an organization's core efforts and objectives. By investing time, energy, and passion into partnerships from the early stages, Trailhead helps build skills to expand long-term administrative capacity. We believe that by investing time, energy and passion into these partnerships and organizations from the early stages we can help them build their capabilities to think strategically and expand their administrative capacity for the long term.

Trailhead is currently focused on addressing the stark disparity between communities/community-based organizations (CBOs) and larger academically and professionally seasoned organizations, particularly in their ability to independently secure, manage, and administer large grant funds. This inequity results in a decreased capacity for communities and CBOs to implement innovative, community-informed programs designed specifically to address each communities' unique needs.

2020 Accomplishments

- Onboarded 7 new partners
- Graduated 1 partner
- Oversaw the administration of the Hunger Relief Fund, Colorado Farm & Food Systems Response Team and Project Protect Food Systems for a total of (\$7,959,388)
- Developed and strengthened the work of the Administrative Partnerships Program Team, incorporating the strategic coordination of partners to employ an additional affiliate employees through our HR processes

2021 Priorities and Growth Opportunities

- Support partners to ensure sustainable funding and manageable growth
- Roll out monthly APP Happy Hours to provide partners with opportunities to network and develop connections for funding and operational development
- Train APP Partners on the new General Ledger system as full implementation is rolled out to ensure successful and minimize hiccups in roll out



ADMINISTRATIVE PARTNERSHIP PROGRAM

Staffing and Budget Summary

	2019 FTE	2020 FTE	2021 FTE
APP Trailhead Staff <i>(salaries reflected in Operations Budget)</i>	3.44	2.95	5.3
Affiliate Employees	3.65	7.0	10.0

