

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: 9/11/18

Contact Information

Organization Name: : Kennett Area Senior Center
 Address: 427 S. Walnut St., Kennett Square, PA 19348
 Phone: 610-444-4819
 Website: www.kennettseiorcenter.org
 Year Incorporated: 1972

Executive Director Name: Anita M. O'Connor
 Executive Director E-mail: aconnor@kennettseiorcenter.org
 Board of Directors Chair Name: Nancy M. Regenye
 Primary Contact Name: Anita M. O'Connor
 Primary Contact E-mail: aconnor@kennettseiorcenter.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
 XX Donor Advised Fund(s) XX Fund for Chester County ___ Don't know/Not sure

Field/s of Interest:

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

Organization Information:

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

In Chester County, seniors come from Avondale Borough, East Goshen, Coatesville, Elk, Kennett Borough, London Grove, New Garden Township, Oxford, Lower Oxford, Upper Oxford, Pocopson, West Bradford, East Bradford, West Grove, Birmingham, East Marlborough, Franklin Township, Kennett Township, New London, Penn Township, West Nottingham, East Nottingham, Chadds Ford, Highland, London Britain, New Britain, Newlin, Pennsbury.

Describe Population Served and Annual Number of People Served:

The Kennett Area Senior Center (KASC) served more than 2000 unduplicated senior citizens during the 17-18 fiscal year. More than 50% of the seniors who use the Senior Center have a low-to-moderate income, live alone, and are at-risk for one or more chronic diseases, including mental illness and poor nutrition.

Mission: The Kennett Area Senior Center is committed to preserving and enhancing the dignity and well-being of all adult residents of southern Chester County by providing a vital assortment of services that enrich social relationships, foster physical health, encourage educational interests and promote self-reliance.

Proposal Summary: KASC's current three-year strategic plan expires 6/30/19, end of fiscal year. In preparation for the next 3 years and following the installation of new board president and officers this Fall and anticipated staffing changes, KASC needs to re-examine its current priorities, programming and the changing human service environment in which it operates. In addition to these topics, we will also conduct an extensive SWOT analysis, working with consultants to review finance and administration, fund raising and outreach, human resources (including succession planning), and more. A proposal from Sylvia & Carter & Associates including a budget is attached.

If Capacity Building Proposal, the focus is:

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

Annual Budget \$567,559 ___ 11 ___ # of Full-Time Equivalent Paid Staff
 ___ 83 ___ % of budget for program expenses ___ 15 ___ # of Board Volunteers
 ___ 14 ___ % of budget for administrative expenses ___ 354 ___ # of Active Non-Board Volunteers
 ___ 3 ___ % of budget for fundraising expenses ___ 23,000+ ___ # of Volunteer Hours
100 % total

Top 3-5 funding sources: Chester County Dept. of Aging Services (\$140,033); United Way of Southern Chester County (\$29,220); Fundraising Dinner (\$50,320 net); Annual Giving (\$84,159); our Book Shoppe (\$93,564; includes 2nd fl apt. income).

Grant Amount Requested from the Community Foundation: \$ 3,000

Kennett Area Senior Center
Capacity Building Funding Request to Chester County Community Foundation
9/11/18

Mission, History, Goals, key achievements and distinctiveness

Mission: The Kennett Area Senior Center is committed to preserving and enhancing the dignity and well-being of all adult residents of southern Chester County by providing a vital assortment of services that enrich social relationships, foster physical health, encourage educational interests and promote self-reliance.

History: Founded in 1972, the Kennett Area Senior Center is a private community-based, not-for-profit organization that serves adults over 50 who live in more than 16 municipalities in southern Chester County, and beyond. Dr. Leonard Kanofsky and members of the Rotary Club of Kennett Square created the senior center out of concern for older local residents.

Target population: Economically Challenged, Infirm, Physically Challenged, Adults, Elderly

Distinctiveness:

Programming: *Nutrition programs* including hot congregate meals each weekday at lunch, supplemental nutrition information and food in collaboration with the Chester County Food Bank including food boxes for home-bound older adults, special meal-focused events around Sunday dinners, birthdays, and special occasion lunches and dinners, and nutrition information taught through workshops, classes and programs on such topics as diabetes diets, heart diets, medication and weight loss & weight management.

Wellness programs including programs for physical health including expert-led classes and workshops, independent fitness, volunteer-driven activities, and collaborations with the Kennett YMCA and Kendal-Crosslands retirement community aqua-cize classes and pool; and Mental Health programs that address loss of memory, concentration and topics such as depression, anxiety and anger. These programs include professionally-led workshops on mindfulness and mental health issues, support groups on the topics of bereavement, grief and Alzheimer's, and memory-stimulating and resiliency programming. Community engagement and support through one-to-one assistance by trained staff for information and assistance, expert help to improve financial stability including AARP tax preparation and Medicare consultation.

Lifelong Learning and Personal Empowerment through weekly structured classes and groups based on the interests of members. Such topics include digital photography, watercolor painting, arts & crafts, sewing, needlework, a Living History Storytelling Program, legislative advocacy for older adults, technology assistance, book clubs, and AARP Safe Driver Course.

Assisted Senior Program: The Kennett Area Senior Center's Assisted Senior Program (ASP) offers socialization and meaningful activity for individuals who are living with Alzheimer's-type memory impairment and/or mild mobility impairment, as well as much needed respite for their caregivers and their families. The ASP program is designed to be an affordable intermediary option prior to seniors requiring adult day care or an assisted living. Offered five days a week, up to 8 hours each day, the ASP program includes supervised social interaction, intellectual and physical activities, group games and travel, craft activities, music, inspirational activities and intergenerational visits. Services are intended to spark life-extending, mind stimulating activity that can result in the maintenance of, or increased functionality. The program fulfills the guiding gerontological principle of having people in the least restrictive setting possible by providing the individual attention and programs for persons with memory and/or mobility impairment who do not yet need the restrictive environment of adult daycare services or long-term care, but should not be left home alone. This results in reducing the incidence of premature institutionalization, while enabling caregivers to continue working and prolonging their ability to keep their loved one at home. Family members remark how, after just a short period of time, their loved ones are "much more involved and interested" when engaged in everyday family activities. Family members themselves, have healed dysfunctional or damaged relationships as a result of the relief they received from placing their elderly loved ones in a safe and affordable program. We are

reminded of the benefits of our services to the ASP clients when the family caregiver describes being able to mow the lawn, attend his own doctor appointment, pay bills, or even take a rest. Recently a new client's daughter commented that "she felt like she had her mom back." Her mother had been a part of our program for a few sessions. It was noticeable that the mother had participated in the program and was benefiting from engaging in social, cognitive and physical activities. Her mother was happier and had healthier life participating in the program.

Achievements:

Worked cooperatively with the PA Dept. of Aging to prevent legislation that would have effectively (though not by intent) prevented Pennsylvania senior centers from operating respite programs (programs designed specifically for caregivers and their seniors who are experiencing cognitive and/or physical decline.

Provided a record number of educational and informational presentations. Topics were presented by qualified proctors including professors from local universities, and licensed presenters such as a registered dietician.

Collaborated with another senior center to present a Chronic Disease Self-Management Program (identified as a need in our community), but the cost to become certified through Stamford University's program was prohibitive. Working with certified staff of another senior center enabled KASC to offer the service. As a result of its success, a Diabetes Self-Management Program at KASC was initiated this spring.

Service Statistics: 2,035 unduplicated individuals are served in all programming, all 60 years or older.

Staffing: KASC is staffed by 6 full time and 10 part-time staff and 354 volunteers.

Anita O'Connor, Executive Director. Anita became executive director in 2005. She has over twenty-five years of experience in management, administration and related functions in diverse industries. She has expertise in staff management, government liaison, quality and performance improvement development, strategic planning and development, facilities management, site planning and infrastructure development, and inter-departmental coordination. Anita holds a Bachelor of Arts in Spanish from Sweet Briar College, and is bilingual in English and Spanish.

Board: 15 board members meet 12 times/year

Funding request:

The purpose of our request for \$3,000 in capacity building support funding is to engage Sylvia & Carter & Associates consulting firm to help KASC board and staff internally assess KASC's current strengths, weaknesses, opportunities and threats as its last strategic plan expires at the end of the fiscal year on 6/30/2019. In light of the installation of new board officers this fall and with anticipated staffing changes within the scope of our next strategic planning period, our goal is to affirm or change the ways we view ourselves and the ways we operate, making sure we are poised to do the best job we can now and to take advantages of future opportunities as they arise.

Currently, KASC's volunteer board sets direction for and works closely with the executive director to steward all programming. Every board member is expected to serve on at least one board committee and to participate in all fundraising efforts.

The board set direction for the current organization through the 2016-2019 Strategic Plan which outlined five key goals: 1. Strengthen Financial Viability and Sustainability, 2. Provide a Modern Up-to-

Date Facility, 3. Deliver a Broader Scope of Quality Programs, 4. Strengthen Board and Board Committees, and 5. Develop Strategic Alliances.

Current Board Committees: Executive, Finance, Organizational Development, Fund Development, Facilities, Marketing, and Programs.

Through a new strategic planning process, we need to evaluate how we have done on our current Plan, and if the priorities for the next 3 years will continue to be those identified in the 2016-2019 Strategic Plan. This is especially important to fund now in light of several initiatives currently underway. Those include: a recently funded building modernization assessment, a grant from the PA Department of Aging which has strengthened KASC's financial viability, and anticipated need for succession planning as the current executive director anticipates retirement within the scope of the new strategic plan timeframe.

How Impact and Results will be demonstrated

We will be successful in carrying out the intent of our grant request when we:

1. Hold a preliminary planning meeting with a small Steering Committee to develop the project scope.
2. Develop a project timeline at this meeting.
3. Set the goal to complete the process in approximately three-to-four months.
4. Develop the strategic plan by:
 - a) Convening a 1.5-to-2-hour meeting of the board, staff and any other key individuals to include in the planning process to review the mission, discuss the vision, and do an analysis of strengths, weaknesses, opportunities and threats (SWOT).
 - b) Forming four – five subcommittees to develop the specific sections of the strategic plan. Typically these include areas such as Finance and Administration, Programs, Fund Raising and Outreach, Human Resources (including succession planning), etc. Alternatively, it is possible that the subcommittees will not be necessary and this work can be done in several meetings by the group as a whole, or by an Executive Committee or Strategic Planning Committee. Again, this would be determined in the initial planning meeting.
 - c) Meeting with each subcommittee to develop goals and action steps. Alternatively, this could be accomplished through several group meetings.
 - d) Completing and distributing a draft of the plan to the Steering Committee in advance of the full group meeting.
 - e) Convening a 1-hour meeting of the entire Strategic Planning group to review the draft of plan.
 - f) Completing final plan edits and tactical plan.

Sylvia & Carter & Associates will also

1. develop a detailed tactical plan of how each goal is to be accomplished, including the person/group responsible, start and completion dates, and budget required, if any.
2. provide an Excel version of the tactical plan, enabling us to sort the tactical plan by person/group responsible, start date, etc. and thus easily assign tasks.
3. will check in at 6 and at 12 months intervals to discuss progress with the plan's implementation, identify roadblocks, and if needed, provide additional consulting to ensure the plan is progressing as originally intended.