

I. CHESTER COUNTY COMMUNITY FOUNDATION CAPACITY BUILDING GRANT PROPOSAL SUMMARY SHEET

Date 9/13/19

Contact Information

Organization Name: Good Fellowship Ambulance & EMS Training Institute (AKA: GFAC for Good Fellowship Ambulance Club) Executive Director Name: Kimberly A. Holman, BSN, PHRN

Address: 600 Montgomery Ave., P.O. Box 361, West Chester, PA 19381-0361 Executive Director E-mail: kholman@goodfellowship.org

Phone: Main: 610-431-3132; Cell: 610-900-6061

Board of Directors Chair Name: Brian L. Mackay

Website: www.goodfellowship.org

Primary Contact Name: Kimberly A. Holman, BSN, PHRN

Year Incorporated: 1951

Primary Contact E-mail: kholman@goodfellowship.org

FEIN: 23-1633020

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

XXX 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: Provides services to West Chester Borough and nine townships: West Goshen, East Goshen, East Bradford, West Bradford, Birmingham, Newlin, Thornbury, Westtown and West Whiteland.

Describe Population Served and Annual Number of People Served: Basic and advanced life support serve anyone in need in the 23,000 household, 62 sq. mi. service area. EMS Institute trains Emergency Medical Technicians, Paramedics and businesses' and schools' personnel (over 2,100 at the Institute alone in 2018).

Mission: To provide emergency medical services to anyone in need in our greater West Chester service area. Further, Good Fellowship will provide first aid, CPR and other safety-related educational programs to the community, as well as provide trained qualified personnel to other Chester County emergency service organizations through our EMS Training Institute.

Proposal Summary: GFAC seeks \$5,000 in capacity building funds for growing and extending our fundraising ability further into the realms of foundations and major gifts funding from individuals, corporations, municipalities, and other sources; the total budget for this initiative is \$10,000. These efforts will build on groundwork currently being laid by our recently-formed Development Committee spawned by the findings of the Development Assessment conducted in 2018 by Sylvia & Carter & Associates (SCA). As outlined in the attached proposal from SCA we will continue to build a culture of fundraising within GFAC through ongoing board training, refining our case for support and translating the case into an increasingly dynamic development plan that builds better understanding of GFAC's value in the community. We will also continue to refine and better utilize our donor database to focus our development efforts. In short, we will increase our capacity to raise funds to sustain GFAC for the betterment of the residents of West Chester and the municipalities we serve.

If Capacity Building Proposal, the focus is:

Mission, Vision & Strategy Governance & Leadership Strategic Relationships

Fundraising & Development Technology Other: _____

Annual Budget \$2,504,892

32 # of Full-Time Equivalent Paid Staff

78 % of budget for program expenses

17 # of Board Volunteers

21 % of budget for administrative expenses

150 # of Active Non-Board Volunteers

1 % of budget for fundraising expenses

17,400 # of Volunteer Hours

100 % total

Top 3-5 funding sources: Private Insurance (\$2.5M billed, \$1.3M rec'd); **Medicare** (\$2.4M billed, \$588K rec'd); **Medicaid** (\$670K billed, \$101K rec'd); **Fundraising** \$291K

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

9-4-19

**Good Fellowship Ambulance and EMS Training Institute (GFAC)
Narrative for Chester County Community Foundation Capacity Building Grant**

Known officially as Good Fellowship Club of Chester County, Inc. (GFAC), we comprise two distinct but interrelated entities – Good Fellowship Ambulance and the EMS Training Institute. Each provides vital services to the individuals, families, businesses, schools and organizations which make the West Chester area a great place to live, work and visit.

HISTORY, GOALS, DISTINCTIVENESS AND KEY ACHIEVEMENTS

History

- A. GFAC was granted its charter in 1951.
- B. First paid ambulance driver was hired in 1968.
- C. Certified by Volunteer Ambulance Service in 1981 and expanded to 4 paid staff
- D. Training Institute created in conjunction with West Chester University in 1992
- E. Moved to our current facility following our last capital campaign in 2001.
- F. Took on Advanced EMS services from Chester County Hospital in 2018 to provide a physician-directed level of care in the field.

Goals

Our goals directly parallel our mission:

- A. To provide emergency medical services in the field to anyone in need in our greater West Chester service area.
- B. To provide educational programs such as first aid, CPR and more to the community
- C. To provide trained qualified personnel to other Chester County emergency service organizations through our EMS Training Institute.

Distinctiveness

- A. We are separate from but support the three fire companies in West Chester.
- B. We are the only 911 emergency 24-hour ambulance service in greater West Chester including the Borough and nine other municipalities.
- C. We are the largest and busiest 911 EMS service in Chester County serving more than 23,000 households in over 62 square miles.
- D. We provide Basic Life Support services including stabilization and transport.
- E. We provide Advanced Life Support services including a physician-directed level of care thus saving precious lifesaving minutes for patients en route to the hospital.
- F. We staff and maintain the Emergency Medical Services Training Institute.
- G. Provide training in the full spectrum of emergency medical services. (see “Training” below)

Key achievements

Ambulance and Paramedic Services

- A. We respond within 90 seconds of receiving a call and arrive on the scene on an average of 6 minutes after dispatch.
- B. We respond to over 6,000 calls annually.
- C. We maintain a highly trained extremely dedicated 12 full-time and 40 part-time staff
- D. We are supported by 150 active and dedicated volunteers, 125 of whom accompany staff on ambulance calls regularly.

- E. We reach out to the community at over 75 events including WC Christmas Parade, Benchmark Criterium, school presentations, festivals, fundraising walks/runs, and an open house.

Training

- A. Trained over 4,000 people through the Institute and more on-site for businesses and schools.
- B. Training curriculum includes first aid/CPR, Emergency Medical Technician (EMT), Advanced EMT and Paramedic as well as continuing education programs.
- C. We work with the Chester County Economic Development Council on youth and healthcare initiatives and the Chester County Intermediate Unit Technical College High School.

FUNDING REQUEST

Key Initiatives

Good Fellowship's ambulance services and training institutes are nonprofit organizations and struggle for funding each year. From all sources, we are reimbursed an average of only 60% of the cost of each emergency response call. Medicare and Medicaid pay even less. This reimbursement scenario leaves us with a \$200,000 fundraising goal each year.

Contrary to popular belief, Good Fellowship's services are not taxpayer funded. In fact, we receive less than \$135,000 from the 10 municipalities we serve.

Paramedic services taken over from Chester County Hospital in January 2018 account for most of need for greater fundraising due to increased training, staffing costs & equipment.

To address funding issues going forward, we have created a Development Committee of the board and community members to focus on building fundraising support and making this a priority within the organization and community.

We understand CCCF prefers to fund smaller organizations with budgets under \$750,000. Our budget is large because of the significant scope of services we provide for the greater West Chester area.

Despite this larger budget, GFAC functions in many ways like a smaller, grassroots organization; its administration is very lean and the budget is stretched to the limit. A grant from the CCCF would provide vital support at a crucial time to help ensure GFAC's survival now and in the future.

Specific needs and issues to be addressed

We are requesting a \$5,000 grant to help GFAC maintain the momentum built up by the Development Committee in 2019 by continuing to engage Sylvia & Carter & Associates to enhance the work we have already accomplished with them. Specifically, they have and will continue to help us to:

- build a culture of philanthropy within our board & staff that emphasizes the importance of establishing and maintaining relationships with funders,
- develop an expanded fundraising case tailoring it to the business community, foundations, and individuals,
- work with us to engage local and state politicians and municipalities to maximize support,
- help us build and efficiently utilize a fundraising database, and
- provide fundraising training within the organization that enables board and staff to project a personal and passionate message about the importance of GFAC to the people in the greater West Chester area.

Why it is important to fund this now

Previously Good Fellowship did not need to do much fund raising so the board has never had that as a responsibility. Factors contributing to the urgency to develop increased fund raising capacity now

include: 1.) a designated is trust ending from which we have benefited annually; 2.) volunteers are increasingly harder to get thus requiring that we hire more paid staff, thereby increasing expenses; and 3.) the advanced EMS program has increased expenses due to the training, staffing and equipment costs. These factors led us to engage Sylvia & Carter & Associates in 2018 to perform a detailed Development Audit to help us determine the best fundraising path forward.

During 2019 we made great strides in implementing the suggestions of 2018 Development Assessment by creating a Development Committee populated by board and newly-engaged community leaders who are passionate about GFAC. We have refreshed the annual membership drive, are implementing a separate fundraising appeal later in the year, identified foundations and other potential funders who can support GFAC, and are expanding our relationships with individuals, businesses, local municipalities and politicians so we are “on their radar”. We also have developed materials such as a fact sheet, case for funding, and “elevator speeches” for volunteers, to clearly explain GFAC’s funding needs. We established a productive momentum and would like to continue this work to help GFAC sustain its essential services for the community. Given the intensive work schedules of GFAC staff, it is important for us to continue to engage the guidance of consultants to keep us on track.

How impact and results will be demonstrated

The impact of GFAC’s capacity building initiative will be demonstrated by:

- # of new donors, donors who are increasing their support from prior year, and re-engaged lapsed donors
- # of new contacts made with individuals, institutional funders and businesses
- # of proposals submitted; amount of \$ raised
- amount of increased funding from townships as a result of implementing new strategies
- more board members and volunteers will become engaged in promoting GFAC

RE: CAPACITY BUILDING PROPOSAL

How will this capacity building initiative impact your nonprofit?

Developing skills to reach our funding goals will ensure GFAC’s sustainability and encourage growth. GFAC’s survival is essential to maintain quality of life for the people in the greater West Chester area.

How will this impact be measured?

To demonstrate the impact of our initiative, we will keep records on the statistics mentioned above.

A proposal from Sylvia & Carter & Associates is attached which outlines the expected activities, timeline and costs to implement the initiative as well as the consultants’ costs and expertise.

The consultants’ activities will include:

- working with us to guide and support the Development Committee meetings every 4-6 weeks,
- helping us to plan and carry out donor and volunteer cultivation events,
- providing major donor solicitation training and supporting the volunteers making the requests,
- working with us to cultivate institutional funders and to submit funding proposals.

Sylvia & Carter & Associates will be engaged for a year for a fee of \$10,000. Their involvement in some areas will gradually taper off as our volunteers and staff learn and become more confident with fundraising and communications skills. The goal is for GFAC staff and volunteers to then build on this success into the future!

September 2, 2019

Ms. Kim Holman, BSN, PHRN
Executive Director
Good Fellowship Club of Chester County, Inc.
PO Box 361
600 Montgomery Avenue
West Chester, PA 19380

Dear Kim:

We appreciate the opportunity to submit the following proposal to provide fund raising consulting services to expand the Good Fellowship Club of Chester County, Inc. (hereafter Good Fellowship) fund raising capacity to support your mission. All services described in this proposal will be provided by principal Constance Carter, CFRE in collaboration with William D. Pugh, CFRE. Together we bring decades of professional experience in nonprofit management and planning, organizational development, and fund raising.

We understand Good Fellowship's mission is: to provide emergency medical services to anyone in need in our greater West Chester service area. Further, Good Fellowship will provide first aid, CPR and other safety-related educational programs to the community, as well as provide trained qualified personnel to other Chester County emergency service organizations through our EMS Training Institute.

Scope of Services

To assist in supporting the mission of Good Fellowship, we propose to provide the following professional development services:

1. Create an annual fundraising plan that includes all fund development activities and dates for:
 - Appeals
 - Events
 - Publications and website
 - Outreach and cultivation activities
2. Assist in increasing volunteer support and activities for fund raising, by providing consultation, guidance and follow up to the Development Committee. Attend meetings of the committee and work with members in between meetings to accomplish specific tasks.
3. Provide guidance to the committee regarding creating donor cultivation events.
4. Provide 2 1-hour workshops for the Board of Directors on creating a culture of philanthropy: fund raising, donor cultivation and solicitation, networking, etc.
5. Prepare and implement an annual grant submission plan of local institutional funders.
6. Other activities as mutually agreed.

Capability of Counsel

We are Certified Fundraising Executives (CFREs) with decades of professional experience in providing services for nonprofit organizations.

Sylvia&Carter&Associates is a full-service fundraising firm offering a comprehensive array of programs and services designed to help organizations reach fundraising goals while strengthening and positioning the organization for long-term success. We offer individually crafted services to meet each nonprofit's needs. More information can be obtained by visiting our website: www.sylviacarter.com.

We bring significant experience in all aspects of fundraising, having worked with a wide variety of organizations throughout the nonprofit sector. When we work with an organization, our priorities are:

- Providing solutions that are realistic, achievable and appropriate for the organization;
- Respecting and developing an understanding of the organization's unique culture;
- Building respectful, effective working relationships with board, other volunteers and staff; and
- Building the capacity of the organization's volunteers and staff to implement effective programs for years to come.

Confidentiality

Good Fellowship's files and donor information will be held as confidential and will not be shared with individuals other than Good Fellowship's designees.

Fees, Timeframe and Conditions

The fee for services will be \$125/hour, for a maximum of \$10,000. We understand that GFAC will seek \$5,000 toward these services from a Chester County Community Foundation Capacity Building grant. One way travel time of more than 30 minutes will also be billed at the hourly rate. Billing will be submitted on a monthly basis and payment will be appreciated within 30 days of receipt of invoice.

We appreciate the opportunity to submit this proposal to you. Please let me know if you have any questions or would like to discuss this further.

Sincerely,

Constance Carter

Constance Carter, CFRE