

# I. CHESTER COUNTY COMMUNITY FOUNDATION GRANT PROPOSAL SUMMARY SHEET

Date Sep 11, 2020

## Contact Information

Organization Name: Phoenixville Area Senior Center  
Address: 153 Church Street

Phone: 610-935-1515

Website: <https://phoenixvillesseniorcenter.org/>

Year Incorporated: 1979

FEIN: 23-2107124 Primary Contact E-mail:

ED/CEO Name: Julie Gaudan

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Board Chair Name: Mary Austin

Board Chair Approval (check here):

Primary Contact Name: Julie Gaudan

[julie@phoenixvillesseniorcenter.org](mailto:julie@phoenixvillesseniorcenter.org)

## Organization Information:

### Field/s of Interest:

Arts, Culture & Humanities

Environment/Animal Welfare

Education

Health

Human Services

Religion

**Mission:** The Phoenixville Area Senior Center exists to serve, support and enhance the lives of all senior citizens, 55 years of age and older by providing opportunities in the way of programs and activities designed to promote active, independent, healthy lifestyles

**Geographic Area Served** Northern Chester County- boroughs of Phoenixville and Spring City and surrounding areas as well as parts of southern Montgomery County.

**Describe Population Served & Annual Number of People Served:** The Center served over 1200 people, an average of 120 each in the past 12 months. They were over 60 years of age, 75% of the participants' income is below 300% of the federal poverty limits.

<b>Annual Budget</b> \$ <u>400,000</u>	<u>5</u> # of Full-Time Equivalent Paid Staff
<u>87</u> % of budget for program expenses	<u>14</u> # of Board Volunteers
<u>8</u> % of budget for administrative expenses	<u>98</u> # of Active Non-Board Volunteers
<u>5</u> % of budget for fundraising expenses	<u>3946</u> # of Volunteer Hours
<i>100 % total</i>	

**Top 3-5 funding sources:** Phoenixville Community Health Foundation, Phila COVID19 Fund, United Way of Chester County, Globus Medical, Vanguard Fund

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

### **If Capacity Building Proposal, the focus is:**

Mission, Vision & Strategy  Governance & Leadership  Partnerships & Collaborations

Fundraising, Development & Marketing  Technology Other: \_\_\_\_\_

**Grant Amount Requested from the Community Foundation:** \$ 5000

**Proposal Summary:** Due to the dramatic changes in society caused by COVID19 and the impact and significance of these changes to the older members our community, the Phoenixville Area Senior Center needs to reevaluate its goals and strategic plan. The aging industry is changing dramatically. The Center needs professional industry guidance to evaluate the nature of operations going forward in this new landscape.

## II. CHESTER COUNTY COMMUNITY FOUNDATION GRANT PROPOSAL NARRATIVE

### *Phoenixville Area Senior Center Capacity Building Grant*

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

**History:** The Phoenixville Area Senior Center is the focal point for senior services in Northern Chester and Southern Montgomery County (Greater Phoenixville/Spring City/Royersford/Collegeville area). Starting with meals and dances, the Center was established almost 40 years ago. The Center plays an important role in assisting seniors to age in place and remain in their own homes.

**Mission:** The Phoenixville Area Senior Center exists to serve, support and enhance the lives of all senior citizens, 60 years of age and better by providing opportunities in the way of programs and activities designed to promote active, independent, healthy lifestyles

The center stepped forward after the closing on March 13 and began providing drive thru food services on Monday, March 16. The center delivered as many meals the second quarter of 2020 as it did the entire year before. Reassurance calls, exercise classes on local access television, Zoom coffee hours and programs continue. We look forward to when we can open our doors and resume normal operations.

In a culture centered on youth and the young, the Senior Center is the one place in our community focused on the **"60 and better"** demographic. A one stop shop for seniors; meals, exercise and information that focuses on the seniors FIRST. In the existing COVID19 conditions our role supporting seniors and combating ageism is even more important.

**Goals:** The goal of the Phoenixville is to continue as a gateway for seniors in our community to access services, find an inviting place to gather, and an access point for multiple services in one location. The Phoenixville Senior Center is no longer the "best kept secret in Phoenixville." The Center is positioning itself to meet the changing needs of seniors post COVID19.

**Achievements:** The Center serves over 1200 individuals each year from 60 to 102 years young. The Center's Nutrition Program helped 800 participants in the past year manage food insecurity and meet their nutritional needs. In the past 12 months, the Center served more than 21,000 lunches and almost 20,000 breakfast. This is an increase of 280% in lunches and almost 400% in breakfasts.

#### **2. Funding request**

- **Description of key initiatives**

COVID19 is remaking the aging industry. As the doorway to many services, the Phoenixville Area Senior Center needs to reevaluate the market and our place in the community. Customer trends will be changing as some seniors eagerly return to public life and others remain shuttered in their homes. The Phoenixville Area Senior Center conducted a SWOT (Strength, Weaknesses, Opportunities and Threats) analysis in 2018 which will need to be updated in the current environment.

- **Specific needs and issues to be addressed**

- a. Assess Industry & Customer Trends

According to Forbes, the first step of any strategic planning starts with studying the overall market in which you are operating. What direction are other senior centers taking? What are trends? What products or services are your customers asking for? The staff is currently dealing

with the day to day COVID19 crisis. An external evaluation of overall market trends that impacts the aging industry is needed.

b. Determine where we are

In the past two years, attendance had doubled and the center was expanding programming and hours. We need to examine not where we were but where we are now. Focus groups with our constituents and people in our demographic who are not yet constituents are needed to see what customers want post-COVID19.

c. Identify What's Important – Determine our focus

Determine our focus. Will a meal program be our focus? Exercise? This will set the direction of the senior center over the long term and clearly defines the vision of what our future should be.

• **Organizational impact if initiative is undertaken**

**How will this grant enhance your organization's capacity?**

The Phoenixville Area Senior Center will be able to determine future needs and how the current building and programming can be modified to adequately meet those post COVID19 needs safely and effectively. We have a dedicated staff and board but we want to make sure we are heading in the right direction of this "new normal".

**How will this increase in organizational capacity be measured?**

We always hope for increased attendance. At this stage, we look to return to the same indoor attendance levels at the Center that we enjoyed prior to COVID19 with the goal of expanding our younger market.

**Activities to implement the initiative. Please include a description of the expected activities; timeline and costs to implement the initiative. If external consulting services are required, include the anticipated costs and expertise of the consultants to be hired.** This assessment will gather and review internal and external documents, survey and interview key informants that include, staff, funders, area leaders, and consumers. Information will be gathered to evaluate area social assets, current best practices of centers of similar size, and a competitive analysis. Internal assessment will look at funding and operational policies and resources.

See attachment for consultant's plans.

- **Why it is important to fund this now?** The leadership team at the Center and the Board of Directors recognize that the aging industry is changing rapidly in today's world. We must be ready to answer the fears of constituents while we battle the prevailing ageism that has been exposed by this crisis. Board leadership realized that the Center's goals needed to be refined.

- 3. How impact and results will be demonstrated?** This project will produce an industry study which will lead to a new SWOT and needs assessment based on the best forecast of future operations. A new Strategic Plan can then be developed. A quality Strategic Plan will motivate leadership, participants and funders. An eventual return to operations at a level similar or exceeding previous years is the goal.