

The Chester County Nonprofit Innovation & Resiliency Fund

Administered by the Chester County Community Foundation

In cooperation with regional funders, donors, united funds and County government departments

Recognizing the importance of the nonprofit sector to the high quality of life throughout Chester County, the Chester County Commissioners have allocated \$3.5M to help nonprofits recover with innovation and resiliency. This funding is from the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Per the CARES Act, grants must cover unforeseen financial needs and risks created by the COVID-19 public health emergency. **This includes grants to implement and publicize the safe resumption of programs and services.** The Community Foundation seeks proposals to support innovative, resilient COVID recovery needs, such as:

- Program and service redesign, in light of social distancing and public safety requirements
- Innovative technology to support virtual, mobile and/or pop-up programs and services
- Redesigned and reconceived marketing, fundraising and special events
- Strategic planning pivoting, refinement and revisions in light of COVID-19
- Partnership, merger, consolidation and/or acquisition activities due to COVID-19 impacts
- Infrastructure improvements due to COVID, including plexiglass dividers, technology upgrades, etc.
- Higher operating costs related to cleaning and social distancing requirements
- Other one-time or increased expenses incurred related to COVID-19.

This is a competitive, time-sensitive grants process. Grant decisions will be made weekly, on an ongoing basis. Only electronic grant applications are accepted by e-mail. No paper applications are accepted.

Eligibility

- Nonprofit 501 (c) (3) organization formed and active in 2017 or earlier
- Nonprofit must be located and providing services in Chester County

Priority Preference for Grant Funding

- Nonprofits that provide clear evidence of how they aim to/are reshaping their programs, services, administration, marketing and fundraising, to safely provide services and thrive in light of COVID impacts
- Nonprofits with substantial costs to comply with COVID public health requirements
- Nonprofits that serve a diverse constituency, and are governed and managed by diverse leadership

Ineligible Entities

- Nonprofits NOT located in Chester County, PA
- Nonprofits NOT delivering services in Chester County
- Nonprofits that did NOT experience revenue loss due to the coronavirus pandemic and/or nonprofits that have no additional costs associated with the coronavirus pandemic
- Nonprofits that were NOT operational as of December 30, 2017
- Government or government-owned or controlled entities
- Churches or religious organizations with respect to their primarily religious activities and/or their activities which limit participation to members of the church or religious organization. Religious entities with social & human service outreach programs must provide 501 (c) (3).
- For-profit businesses
- Private clubs/organizations that limit membership for reasons other than capacity
- Nonprofits primarily engaged in lobbying or political activities
- Nonprofits NOT compliant with all federal, state, & local laws, including taxation
- Nonprofits NOT compliant with current public health guidelines, including coronavirus pandemic phased reopening restrictions ###





**Chester County Nonprofit
Innovation & Resiliency Fund
Grant Request Form**

Contact Information

Nonprofit Org Name: Kennett Area Senior Center	ED/CEO Name: Stephanie K. D'Amico, MSW
Address: 427 S. Walnut St.	ED/CEO E-mail: sdamico@kennettseiorcenter.org
City, State Zip: Kennett Square, PA 19348	Board Chair Name: Fred Wissemann
Phone: 610-444-4819	Grant Proposal Contact Name: Anita M. O'Connor
Website: www.kennettseiorcenter.org	Grant Proposal Contact E-mail: aoconnor@kennettseiorcenter.org
EIN: 23-1943595	Grant \$ Amount Requested: \$44,851
Year Founded: 1972	

In filing this application, the nonprofit certifies that it complies with all federal, state & local laws, including taxation; complies with current public health guidelines; and complies with coronavirus pandemic phased reopening restrictions.

Agreed by: Stephanie K. D'Amico	Date: 11/06/2020
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Nonprofit Field/s of Interest

Arts, Culture & Historic Preservation	Education	Health
Community Development	Environment & Animal Welfare	X Human Services

Figures	Current	PRE-COVID (as of 1/1/20)
Annual Operating Budget	\$ 298,401	\$ 586,926
Full-Time Equivalent Paid Staff	# 2	# 7
# Board Volunteers	# 7	# 13
# Committee Volunteers	# 12	# 19
# Active Direct Service Volunteers	# 19	# 477
Annual Volunteer Hours	# 833	# 12,602

Funding: Please indicate if your nonprofit has received funding from any of these regional sources over the past few years. We will invite them to review this funding request.

X	ChesCo Comm Fdn	Brandywine Health Fdtn	United Way ChesCo	ChesCo Dept Comm Devel
	ChesCo Fund/W&Girls	Phoenixville Comm Health Fdtn	X United Way S ChesCo	ChesCo Dept Health
X	Other significant funders: Chesco Dept. of Aging Services			ChesCo Dept Human Svcs

No	Yes	Federal Single Audit
X		<i>Is your nonprofit subject to a federal single audit (formerly known as the OMB Circular A-133 audit)?</i>
		<i>If yes, did your nonprofit's most recent federal single audit disclose any issues?</i>
		<i>If yes, have these issues been adequately addressed?</i>

Narrative: In a few concise paragraphs, please explain:

- Mission**
- What geographic area is served?** (If not all of Chester County, specify primary Chester County regions served)
- What population is served? How have your service numbers been impacted by COVID?**
- What has been the impact of COVID-19, and how has your nonprofit responded?**
- What would this funding be used for? How does this demonstrate innovation and resiliency in dealing with COVID impacts? What would be the community impact of this anticipated funding? Why is it important to fund this now?**
- How much funding is sought? How does this compare to your annual operating budget and this years' projected deficit? What is the expected timeframe for use of funds?**

Please e-mail all materials as a word.doc and/or pdf to grants@chescofc.org:

This Innovation & Resiliency Fund Grant Request cover sheet & brief narrative
Current annual operating budget & most recent audit
501c3 determination letter
Current strategic plan. If none, explain why your nonprofit doesn't have a plan.
Support materials that strengthen the urgency of this funding request + indicate that your nonprofit is innovative and resilient (ie: COVID best practice research findings, consultant proposal/s, bids for COVID-related materials & equipment, etc.)

- Proposals will only be accepted by e-mail. This grant form is available at <https://chescofc.org/covidgrant/>
 - Receipt of grant proposals will be confirmed by e-mail.
 - Grant proposals will be posted on the Community Foundation's website, in order to share with fund advisors, donors, grant panelists, and other funding sources.
 - Grant proposals will be reviewed weekly.
 - We estimate grants awards will range from \$5,000 to \$50,000.
- For awarded grants, a written report on use and impact of this funding will be due within 6 months.

Please direct questions about **ChesCo Nonprofit Innovation & Resiliency Grants** to

Chester County Community Foundation
28 W. Market Street, The Lincoln Building
West Chester, PA 19382

www.chescofc.org
grants@chescofc.org 610.696.8211

Chester County Nonprofit Innovation & Resiliency Fund Grant Request Narrative

1. Mission

The Kennett Area Senior Center helps adults 50 and better live healthy, active, and independent lifestyles.

2. What geographic area is served? *(If not all of Chester County, specify primary Chester County regions served)*

KASC serves 4 boroughs in Southern Chester County: Kennett Square, Avondale, Oxford and West Grove. The KASC also serves 12 townships in Southern Chester County, including: Birmingham, Chadds Ford, East Marlborough, Kennett Township, London Britain, London Grove, New Garden, New London, Newlin, Penn, Pennsbury and Pocopson.

3. What population is served? How have your service numbers been impacted by COVID?

The target population served by the Kennett Area Senior Center includes seniors aged 50 to 98 years old who are nutritionally at risk, at risk for chronic illness, disability, homelessness; often live alone or in rural areas and are on low fixed incomes.

Before Covid, the Senior Center served 1900+ seniors with over 60 programs and services, including hot, nutritious daily lunches. As a result of Covid, the Senior Center is currently serving 300+ seniors with limited services including Medicare Counseling, Information & Assistance, referrals, "Friendly Visitor" calls, a Zoom Silver Sneakers® exercise program, as well as the Living History Storytelling Project, and drive-by "grab-n-go" meals.

4. What has been the impact of COVID-19, and how has your nonprofit responded?

Covid-19 has severely impacted the Kennett Area Senior Center in every way possible.

First and most importantly, it has isolated already lonely seniors who sought meals, friendship, comradery, exercise and counseling services, and a myriad of other programs and services at the Senior Center. Seniors are reporting mental health issues as a result of the social isolation necessary to protect their health and vulnerable immune systems. Staff responded by initiating regular phone calls to provide services such as Medicare counseling, Information & Assistance, and referrals. Congregate meals were replaced with drive-by "grab-n-go" meals, and Zoom programs were initiated for those with the technological equipment to access them. Lessons are provided regularly to learn how "to Zoom."

Secondly, it has caused the budget to shrink by over 50% due to the loss of funding from foundations, which pivoted to help other nonprofits; program revenue, since the Center was closed and could not offer fee-based programs, fundraising revenue from events and direct appeals, membership revenue and revenue from the Kennett Square Resale Book Shoppe, an entrepreneurial venture of the Senior Center that provided 10% of the total budget annually. Staff reached out to 69+ new foundations for support; however, there was little positive response from this effort. Solutions were developed to reopen the Book Shoppe carefully, as most of the 29 volunteers that assist at the Book Shoppe are elderly and at-risk. PPE equipment and supplies were obtained to prepare for its reopening.

Thirdly, the Board, staff, and committees have shrunk significantly. The By-laws call for rotating term limits both on the Board and Committees, which resulted in the retirement of 8 Board and 7 Committee Members at the beginning of the fiscal year (20-21). With the social isolation restrictions, meetings were limited to Zoom format and the Board was unable to do the work to replenish itself and its Committees, resulting in the Fund

Development Committee shut down entirely, and the Program Committee became a committee of one. Without the full range of programs and sufficient income streams, program staff had to be terminated in order to remain fiscally viable. The Board must reconstitute itself and new program methods must be researched and initiated to meet the demand (seniors keep asking when KASC will reopen). To reconstitute the Senior Center's programs and infrastructure, revenue streams must be restarted vigorously with the direction of a Development staff person. By rebuilding its revenue streams, management will be able to add essential staff for new innovative programming that will follow.

5. What would this funding be used for? How does this demonstrate innovation and resiliency in dealing with COVID impacts? What would be the community impact of this anticipated funding? Why is it important to fund this now?

This funding would be used for Board and Committee recruitment and reconstitution, to help recruit a Development Director, and to provide immediate marketing and revenue-generating activities during the recruitment of Board and Committee Members, and a Development Director.

BOARD RECRUITMENT

The goal of this initiative is to recruit 3-5 new board members to strategically add to the resources and skills current members possess, with an emphasis on people with fundraising networks and experience. During this unprecedented COVID-19 time, ensuring KASC has the benefit of a full Board of Directors with the necessary skills and networks to help the organization survive and continue to grow is more important than ever. My recommendation is that we undertake a highly strategic, structured approach to building the board. I will consult with you every step of the way to ensure you have the tools you need, and goals are met.

Project Outline

➤ Convene a small group to work on this initiative. The group may include donors, volunteers, staff, board members, and/or respected and well-connected community members.

➤ Prepare recruitment materials:

➤ A recruitment procedure (for internal use)

➤ Recruitment packet, including: KASC fact sheet or brochure; Board member job description with expectations; committee list with descriptions; Executive Summary of the strategic plan; any other pertinent information

➤ In collaboration with the planning group, prepare a grid of skills and demographics needed on the board. Develop consensus as to timing when new members will be needed, based on anticipated term limits and other factors.

➤ Create a prioritized list of individuals to recruit, contact persons for each prospect, and a timetable for recruitment. Also include referral sources for new members.

➤ Via regularly scheduled video and/or conference calls, work with the group to contact potential new board members in the order of the prioritized list.

➤ Support committee members to be successful in their recruiting tasks; accompany committee members to recruitment meetings if needed.

➤ Provide counsel on an as needed basis.

TOTAL COST: \$2,626

DEVELOPMENT COMMITTEE RECRUITMENT

The goal of this initiative is to recruit 6-8 new members to form a restructured, redesigned Development Committee to strategically assist the KASC board and staff in raising funds to support new, diverse programming and renovate its facilities. Previously the Center's Fund Development committee was focused primarily on holding events and reviewing reports from staff. Restructuring this committee was included in the Center's new strategic plan, which was approved in January 2020, just before the pandemic struck. Due to the challenges presented by the pandemic, the Center's leaders are even more concerned now that a new, robust, and creative committee is needed to generate much-needed revenues. As with the Board of Directors expansion described above, my recommendation is that we undertake a highly strategic, structured approach to creating this committee with a view of recruiting individuals to help the Center survive and thrive today and into the future.

Project Outline

- Convene a small group to work on this initiative. The group may include donors, volunteers, staff, board members, and/or respected and well-connected community members.
- Prepare recruitment materials:
 - A recruitment procedure (for internal use)
 - Recruitment packet, including: KASC fact sheet or brochure; Development Committee member job description with expectations; Executive Summary of the strategic plan; any other pertinent information
- In collaboration with the planning group, prepare a grid of skills and demographics needed on the committee.
- Create a prioritized list of individuals to recruit, contact persons for each prospect, and a timetable for recruitment. Also include referral sources for new members.
- Via regularly scheduled video and/or conference calls, work with the group to contact potential new board members in the order of the prioritized list.
- Support committee members to be successful in their recruiting tasks; accompany committee members to recruitment meetings if needed.
- Provide counsel on an as needed basis.
- In collaboration with committee members and KASC leadership, develop a draft plan for the committee's work in 2021-22.

TOTAL COST: \$2,750

CREATE A PROGRAM COMMITTEE

The goal of this initiative is to create a 4-6 member Program Committee to participate in designing and implementing programs for participants with a focus on a mix of remote and in-person events as appropriate as COVID progresses through 2021. One of the primary recommendations in the Program section of the Center's new strategic plan was the creation of this committee, with a goal that the committee would help to generate new, diverse programs aimed at meeting the needs of a more diverse older adult population in the greater Kennett area.

The social distancing and public safety requirements presented by the pandemic, in addition to the vulnerability of all of the Center's participants and many volunteers, necessitate that the Center re-invent its programs to fit this new paradigm. Our goal is to strategically assemble a group of creative, visionary, and caring community members to help us in this endeavor.

Project Outline

- Convene a small group to work on this initiative. The group may include donors, volunteers, staff, board members, and/or respected and well-connected community members.

- Prepare recruitment materials: o A recruitment procedure (for internal use)
- Recruitment packet, including: KASC fact sheet or brochure; Program Committee member job description with expectations; Executive Summary of the strategic plan; any other pertinent information
- In collaboration with the planning group, prepare a grid of skills and demographics needed on the committee.
- Create a prioritized list of individuals to recruit, contact persons for each prospect, and a timetable for recruitment. Also include referral sources for new members.
- Via regularly scheduled video and/or conference calls, work with the group to contact potential new board members in the order of the prioritized list.
- Support committee members to be successful in their recruiting tasks; accompany committee members to recruitment meetings if needed.
- Provide counsel on an as needed basis.

TOTAL COST: \$2,125

RECRUIT A DEVELOPMENT DIRECTOR

The goal of this initiative will be to evaluate KASC's current and anticipated fundraising and marketing needs and create a position description for a full or part-time Development Director to be hired in late 2021. Similar to building a new Development Committee, this initiative is more essential than ever due to the pandemic, requiring that the Center re-envision and restructure its fundraising programs and activities. An additional issue is that the Center's previous director, Anita O'Connor, retired in June 2020; she was handling many of the fundraising tasks.

Project Outline

- Meet with KASC leaders to determine priorities for this position. Develop a job description and position advertisement; post advertisements.
- Review resumes; conduct phone interviews with strong candidates; develop a short list of 1-3 candidates for interviews with KASC leaders; attend interviews; assist with the overall process.

TOTAL COST: \$1,625

THE TOTAL FEE FOR THE FOUR RECRUITMENT ACTIVITIES IS \$9,125.

COMMUNICATIONS AND MARKETING

Target Audience: Current donors, prospects and community

STRATEGY:

- Build awareness
- Provide resources
- Increase awareness about community happenings.
- Promote engagement to support mental well-being.

SERVICES:

Develop marketing strategy based to build engagement. This includes meetings with staff for overview on Kennett Area Senior Center

TOTAL COST: \$150

- Social Media Brand Expansion Package:
 - Posting 2-3 times per week in each platform
 - Platforms included: Facebook & Instagram
 - Posting and management will include: Well thought out text to give context to pictures and links
 - Strategic timing of posts to capitalize exposure
 - Posts positioned to be favored by the individual algorithms
 - Content formatted and positioned appropriately for each social media platform to maximize follower engagement
 - Capitalize on content engagement to increase followers
 - Responding to comments and/or messages with followers who engage with your content
 - Regular communication to gather content and new events.

TOTAL COST: \$350/month (projected for 7 months)

- Email Marketing – E-Newsletter
 - Creation and sending Newsletter Quarterly to coincide with Newsletter to email to constituents with email addresses.
 - Creation will include:
 - Consult with client to communicate desired message
 - Evaluation of the open rate and build strategy on response
 - Content creation and consultation on messaging.

TOTAL COST: \$300/quarter (projected for 3 quarters)

- Other Marketing Services as requested.

TOTAL COST: \$35/hour (projected at 5 hours/month for 7 months).

TOTAL COST FOR MARKETING/COMMUNICATIONS: \$7,650

FUNDRAISING SERVICES

- Services shall include customized coaching and fundraising services to the board and executive staff of the Kennett Area Senior Center (client) that shall include, but not be limited to, the following:
 - Immediate, time-sensitive tasks:
 - Year-end fundraising efforts, including Giving Tuesday marketing and development of a year-end appeal mailing
 - Preparation of a proposal for the United Way of Southern Chester County with associated training of team members who will give the community presentation
 - Coordination of a board “thank-a-thon” to steward and cultivate annual donors
 - Ongoing tasks:
 - Review of organizational needs and potential projects to be funded
 - Review of donors and potential donors (individual, foundation, and corporation)
 - Development of a grant matrix and submission of grant proposals as appropriate
 - Identification of major gift prospects and development of a gift solicitation schedule
 - Creation of major gift solicitation materials and training for major gift solicitation
 - Creation and execution (with KASC board and staff) of virtual events

- **Other tasks as mutually determined between staff and counsel**

➤ In addition, working in partnership with the Board/Committee/Development Director Recruiting Consultant, and the Development Committee of the KASC Board, the Fundraising consultant will assist with the creation of an annual development and marketing plan, as well as the job description for a permanent development professional, to be hired in the summer of 2021. The Consultants will also collaborate on board trainings regarding fundraising duties and activities.

Additional fundraising activities in partnership with KASC board and executive staff members as needed, may include:

- Contacting potential donors and setting visits
- Visiting with potential donors
- Making asks to potential donors
- Performing follow-up cultivation work

FEE SCHEDULE AND TIMING OF CONTRACT

For the period of time between the agreed-upon start date and the end of June of 2021, the Fundraising Consultant shall work an average of ten (10) hours per week.

TOTAL COST: \$31,000

The project demonstrates innovation and resiliency in dealing with COVID impacts by focusing on building the Center's capacity to: 1) creatively develop new programs and services to better meet the needs of a diverse community of older adults while managing within the limitations of COVID, 2) develop new approaches to fundraising that are appropriate and effective in a COVID-impacted world by hiring professional staff and building a volunteer committee, and 3) provide strong, dynamic board leadership during a time when it is needed the most.

The four initiatives for board development will serve to strengthen the Center's internal capacity to reposition itself and respond to the new challenges presented by the COVID-19 pandemic, which significantly impact our constituency. The board development project will also help to ensure that the Center has a robust, diverse board with the necessary skills to implement the strategic plan and provide creative, strong leadership throughout these transitions.

At the same time, the proposed part-time development professional will guide the organization in generating immediate funding to sustain the Center through the COVID crisis, and prepare it for hiring a permanent development staff member in 2021. The contract work performed by the social media expert will broaden KASC's reach in the Kennett Area, and help to raise awareness of our mission. The combination of the board development, the fund development, and the social media outreach portions of this proposal are essential to build organizational capacity to better position the Center for the future.

The anticipated funding will impact the community by strengthening the Center's capacity and resources to implement its mission to better meet the needs of older adults in the greater Kennett area. Seniors have been uniquely and significantly impacted by the COVID pandemic. They have lost many of their social connections, opportunities for family visits, and despite our best efforts, much of the caring community that the Center provided. Repositioning and rebuilding the Center and its volunteer leadership will enable us to reach more older adults in new, creative ways.

It is important to fund this now because 2021 will be a critical year of recovery for the Center, requiring organizational innovation and changes to continue to offer programs and raise necessary funds. The board and committee development component is particularly urgent, as the Center must recruit new, diverse, and professional volunteers who will help to rebuild the Center during these difficult times. Quite simply, a robust and inspired Board of Directors, new Development staff, and Development and Program committees are critical to ensure to the Center's survival and growth.

6. How much funding is sought? How does this compare to your annual operating budget and this years' projected deficit? What is the expected timeframe for use of funds?

Kennett Area Senior Center seeks \$44,851 to fulfill the goals and objectives of this initiative as described above. This grant represents 15% of the Organization Budget for FY 20-21, i.e., \$298,401. No deficit is projected for this year because, as stated earlier, severe cuts in labor and overhead costs were implemented to keep the Senior Center viable and serving the most urgent needs of the seniors it serves. The expected timeframe for completion of this initiative is six to eight months, depending on the availability of committee members and prospective candidates to meet by whatever means is safest and successful.