

I. CHESTER COUNTY COMMUNITY FOUNDATION GRANT PROPOSAL SUMMARY SHEET

One page only. This page will be shared electronically with Grant Panel Members & Fund Advisors.

Note: If Philanthropy Network's Common Grant Application is used, CCCF's **Summary Sheet MUST accompany application.**

To obtain an electronic version of this application, visit www.chescocf.org

Date 9/1/2021

Contact Information

Organization Name: North Star of Chester County
Address: 330 West Market St., West Chester, PA 19382
Phone: 610-696-5675
Website: www.northstarofcc.org
Year Incorporated: 1993
FEIN: 23-2713075

ED/CEO Name: Donald Neimetz
ED/CEO E-mail: don@northstarofcc.org
Board Chair Name: Stuart Brooks
Board Chair Approval (check here):
Primary Contact Name: Donald Neimetz
Primary E-mail: don@northstarofcc.org

Organization Information:

Field/s of Interest:

Arts, Culture & Humanities
 Health

Environment/Animal Welfare
 Human Services

Education
 Religion

Mission: North Star of Chester County guides Chester County's single working parents with dependent children, who are at risk of homelessness, toward stability and financial independence. We help our participant families remain in clean, safe, affordable housing as they work to secure their future through a structured program of financial assistance, mentoring and supportive services.

Single parents who stay in our program for three full years emerge stable and proudly able to provide for their families.

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

Describe Population Served & Annual Number of People Served:

North Star of Chester County serves single working parents, living in Chester County, the United Way has designated as ALICE (Asset-Limited, Income Constrained, Employed). ALICE families work but cannot afford life's necessities including healthcare, housing, transportation, childcare, and food. 51% of our current participants identify as African American, 10% Hispanic, and 36% Caucasian. While we also serve single fathers, 100% of current program participants are single mothers. Our participants earn too much to qualify for other assistance or subsidies but not enough to get by on their own. There are nearly 4,000 single parent households in Chester County living within the ALICE threshold (SOURCE: American Community Survey 2017, and ALICE Threshold, 2017 <https://www.unitedforalice.org/pennsylvania>). In a typical year, we expect to meet with as many as 60 single parents, serving as many as 35 with ongoing rental assistance and case management. In Fiscal Year 2020, we provided support for 35 parents with a total of 62 children.

Annual Budget \$335,000

75% of budget for program expenses
10% of budget for administrative expenses
15% of budget for fundraising expenses

100 % total

3.5 # of Full-Time Equivalent Paid Staff
9 # of Board Volunteers
38 # of Active Non-Board Volunteers
571 # of Volunteer Hours

Top 3-5 funding sources:

Chester County Fund for Women and Girls (\$10,000)

Chester County Department of Community Development (\$22,000)

Globus Medical (\$30,000)

Individual Donors (\$35,000)

Genuardi Family Foundation (\$10,000)

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: \$5,000

Proposal Summary: North Star of Chester County is seeking support to hire consultant, Pamela Leland, to help our organization develop a new strategic plan. In 2020, we hired a full-time Executive Director (previously, all of our Executive Directors were part-time), created a new position (Business Associate), and purchased a license for a donor management and resource program (Donor Perfect). These were the initial steps in a larger plan to intelligently and carefully grow our agency and serve more families annually. Ms. Leland has worked with our agency in the past and established a good professional rapport. She is qualified to help us develop a strategic plan to achieve our goals.

II. CHESTER COUNTY COMMUNITY FOUNDATION GRANT PROPOSAL NARRATIVE

Provide clear, concise information. 3 pages maximum.

1. Nonprofit's history, goals, key achievements & distinctiveness

Since its founding in 1993, North Star of Chester County has remained focused on a vulnerable, but under-served, segment of our population: single working parents. For 28 years, our financial assistance has helped hundreds of Chester County families remain in their homes, while our case management support and education have been the guiding light for parents seeking financial independence. In recognition of the time necessary to change financial habits and achieve self-sufficiency, qualified participants may receive support for as long as three years. The length of our program is unique among social service agencies in the county. We strive to prevent homelessness in the short term and disrupt cycles of system dependency in the long term, benefiting families and our community at large. We believe our dedication to our families, and the customized approach afforded to individuals in our program, is the key to our effectiveness. In the last two years, no families were evicted, or faced the threat of eviction, while enrolled in our program.

2. Funding request

• Description of key initiatives

Our organization is currently operating under a strategic plan developed in 2018, which concentrated on four priorities including a focus on program integrity, spreading awareness of our agency in the county, and ambassador roles for Board members to advance our mission. We will develop a new strategic plan, under the guidance of consultant Pamela Leland, to establish priorities for the agency in the years to come. We have worked with Ms. Leland on previous strategic planning efforts and recognize her important role in an effective and efficient process. Developing a strategic plan will help us remain relevant, continuing to meet the needs of current and prospective participants in the county, as well as reaching our larger goals for the agency itself.

• Specific needs & issues to be addressed

A strategic plan will ensure the goals, values, and priorities of North Star of Chester County are clearly established and followed by staff and board. The current strategic plan does not address priorities that have emerged in recent years. Developing a new strategic plan will allow agency leadership to outline those priorities and create a plan for how we intend to reach our goals.

• Why it is important to fund this now

Since our previous strategic plan was finalized in November 2018, changes have occurred in the community we serve, and within our agency, which require us to develop a new plan with revised priorities and goals. In 2020, North Star of Chester County hired its first full-time employee, Executive Director Donald Neimetz, to replace our retiring part-time Executive Director. Moving from a part-time to full-time Director, and hiring a part-time Business Associate, were the first steps in our agency's plans for growth. Amidst these changes to our staff, the pandemic was sweeping through our community. The families we serve experienced additional hardships including job loss, increased daycare costs, and

more. We responded to their needs and helped them overcome these challenges. However, we recognize the long-term effects of the pandemic, and its economic impact, are ongoing and disproportionately affect the working poor. We must develop a strategic plan that accounts for an increased need in our community for the support we provide as well as the increased costs our agency will incur. To meet that need, we must grow as an agency, serving more families per year, and generating additional revenue. Growth must be done carefully and intelligently, ensuring our current participants see no disruption to their support and future participants receive the level of care for which we are known.

- **How impact & results will be demonstrated**

The impact of an effective strategic plan will be demonstrated in our agency's ability to develop priorities and goals, in line with the needs of the community we serve, and effectively meet those goals. Goals of our new strategic plan may include, but are not limited to, serving more families annually and generating additional revenue to serve those families.

- *For capacity building grant proposals:*
 - *How will this capacity building initiative impact your nonprofit?*

Working with consultant Pamela Leland to develop a new strategic plan will address our evolving priorities and goals, preparing North Star of Chester County to meet the growing needs of the community we serve. It will ensure said priorities are understood, followed by staff and board, allowing us to achieve our plans for sustainable growth.

- *How will this impact be measured?*

The impact of these efforts will be measured in the development of a strategic plan, its implementation, and achieving the goals it sets forth.

- *Include a description of the expected activities; timeline & costs to implement the initiative. If external consulting services are required, include the anticipated costs & expertise of the consultants to be hired. Include external consultant proposals if applicable.*

EXPECTED ACTIVITIES: North Star of Chester County will retain the services of professional consultant, Pamela Leland, to lead the Board of Directors and Executive Director in the development and implementation of a new strategic plan.

TIMELINE AND COSTS: Upon receipt of funds in February 2022, North Star of Chester County will retain the services of Pam Leland and begin the strategic planning process within 60 days. Based on previous experience with Ms. Leland, we anticipate the cost of her services to be approximately \$10,000. The board is currently in the process of outlining the scope of the project and, as a result, a formal proposal from Ms. Leland has not yet been submitted.

EXPERTISE: Ms. Leland has more than thirty years of experience in the nonprofit sector. In that time, she has been a consultant, executive director, and teacher. Her consulting business, The Leland Leadership Group, LLC, focuses on strategic planning, nonprofit governance, and leadership change. In 2020, Ms. Leland assisted North Star of Chester County in hiring our current Executive Director. Ms. Leland also led Hickman Friends Senior Community through a 6-year process of campus expansion. She has served on the faculty of the University of Delaware and Seton Hall University. Ms. Leland holds a PhD in Urban Affairs and Public Policy from the University of Delaware.