

I. GRANT PROPOSAL SUMMARY SHEET

Date 12/16/2025

Contact Information

Organization Name: Care Center Foundation
 Address: 129 S. Matlack Street West Chester, PA 19382
 Phone: 610-436-6226
 Website: www.carecenterfoundation.org
 Year Incorporated: 1986
 FEIN: 23-2198117

ED/CEO Name: N/A
 ED/CEO E-mail: N/A
 Board Chair Name: Wendy Wallace
 Board Chair Approval (check here): X
 Primary Contact Name: Wendy Wallace
 Primary Contact E-mail: wendyjanevv@comcast.net

Organization Information:

Field/s of Interest:

	Arts, Culture, Heritage	X	Education, Library		Environment, Animals
X	Health	X	Human Services		Social Justice, Civic Engagement
	Religion		If other, please describe:		

Mission: Care Center Foundation’s mission is to support the needs of at-risk families in West Chester by offering access to high-quality education and childcare services and leveraging community resources to help them thrive.

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

CCF serves all of Chester County, but is located in the borough of West Chester and thus, primarily, it serves families located in downtown West Chester.

Describe Population Served & Annual Number of People Served. (Include Chester County # &/or % served.)

CCF provides subsidized daycare and educational services for 34 children aged 6 weeks to 5 years at its facility in downtown West Chester. Additionally, CCF provides supportive services and basic needs support for the families of those served at the CCF. All are members of low-income households struggling to make ends meet.

Annual Budget \$ 345,320 # of Full-Time Equivalent Paid Staff 8
87 % of budget for program expenses 7 # of Board Volunteers
13 % of budget for administrative expenses 50 # of Active Non-Board Volunteers
0 % of budget for fundraising expenses 500 # of Volunteer Hours
100% = total

Top 3-5 funding sources: Childcare Income; Board Donations; Grant Funding

This grant proposal is for: ___ Direct Service Programs & General Operating &/or X Capacity Building

If Capacity Building Proposal, the focus is:

	Contingency Planning		Partnerships, Collaborations		Merger, Closure
	Mission, Vision, Strategy		Board Engagement & Leadership		Marketing, Communication
	Resource Development	X	Operations		Technology
	If other, please describe: Interim / Transitional Executive Director				

Grant Amount Requested from the Community Foundation: \$ 10,000

Proposal Summary: (a few sentences, please) Care Center Foundation aims to hire an interim Executive Director to help the organization with internal accountability, outward facing strategy, and to build out a development plan. This will be the first step in creating a full-time ED role.

II. GRANT PROPOSAL NARRATIVE

1. Nonprofit's overall aims, key initiatives, key achievements & distinctiveness

The mission of the Care Center Foundation (CCF) is to support the needs of at-risk families in West Chester by offering access to high-quality education and childcare services and leveraging community resources to help them thrive. CCF provides subsidized daycare and educational services for 34 children aged 6 weeks to 5 years at its facility in downtown West Chester. All of the families served are low-income households struggling to make ends meet.

The CCF was founded in 1982 by Rev. Carl Guthrie and Dr. Gary Cashon. On a downtown West Chester corner where drugs and violence were commonly encountered, they created an organization where families could find opportunities, community, and hope for a better future. The building on the corner of Matlack and Barnard St, formerly known as the Side Track Bar, was purchased in 1987. It was transformed into a place of safety and security for neighborhood families and children. Since then, the CCF has been serving families at this location.

CCF is a mission-driven nonprofit childcare provider dedicated to supporting West Chester's most vulnerable families by providing safe, affordable, and high-quality early childhood education. The organization is a trusted partner to West Chester families, many of whom face immense economic and social challenges. Programs enable parents/caregivers to work or pursue education while giving children the nurturing environment they need to grow, learn, and thrive. Supporting children now with a nurturing, educational environment builds resilient healthy adults for the future.

For over four decades, CCF has been supporting families with children in an area of West Chester where there is disproportionate need, but also a robust desire for growth. The organization is efficient and unique in that it clusters programs for the families that need them in one location and provides wrap-around support that helps tackle many of the challenges that present in the lives of lower socioeconomic households. The organization is committed to promoting positivity, resilience, and an attitude of success. This attitude helps provide a pathway forward and the community of care that our neighbors need now more than ever.

During the 2025-2026 academic year, CCF is providing subsidized daycare and educational services to 34 children aged 6 weeks to 5 years old in its facility in downtown West Chester. Many families who enroll at CCF qualify for ELRC (subsidized childcare support). CCF works with these families immediately to verify enrollment and coordinate subsidies and support. However, there are many households who qualify, but have not gone through the rigorous process of applying or are stuck in a paperwork holding pattern. The process can take 6 weeks or more to complete and during that time, families are either stuck paying out of pocket for childcare, or worse, leave their children in unsafe environments while working (working/going to school is a prerequisite for qualification). CCF assists families as appropriate to complete the necessary paperwork to qualify and enroll in ELRC. During that time, CCF provides financial aid to cover the cost of enrolling the child in care. Families are asked to pay as they are able to support the tuition costs that range from \$275 - \$350 per week per child. If a family does not qualify for the ELRC program, CCF will work with them to determine a rate that is manageable for their household income and utilize scholarship funding to offset the cost of care. Less than 15% of families at CCF pay out of pocket for the full tuition cost.

In addition to childcare, the CCF prides itself on providing for the needs of the entire family unit with nutritional support, wrap-around services, mental health coursework, and more. While enrolled in the program, children receive breakfast, lunch, 2 snacks, and diapers – all which lessen the burden on the parent. CCF has a birthday program which provides essentials to the families to make the children's birthdays special. This includes cake mix, candles, decorations, a gift, gift wrap, and more. CCF also has a robust food distribution program that provides periodic grocery bags in addition to full holiday meals in the fall and the spring. All of these extra supports aim to build trust and develop safe and secure home environments for the children that are in the care of the CCF.

2. Funding request

In West Chester, the need for accessible, affordable childcare is acute. According to the US Census Bureau, over 18% of residents in the borough live below the poverty line—well above the Chester County average. For families living paycheck to paycheck, the cost of quality childcare is often an insurmountable burden. According to Child Care Aware of America, the average cost of center-based care for one infant in Pennsylvania is over \$14,900 per year (Source: Child Care in America: 2024 Price & Supply Report). For low-income families, this can amount to a large percentage of their annual earnings.

CCF provides subsidized or free early learning programs to children from families with the greatest financial need. Our licensed center offers a safe, stimulating environment with experienced, credentialed educators who are trained in trauma-informed practices, child development, and inclusive care. We provide nutritious meals, enriching curriculum, and social-emotional support, recognizing that early childhood is a critical window for building lifelong skills and resilience. Additionally, CCF builds the 'Bilingual Brain' – a term that refers to programming that supports children as they develop skills both in their native language and in a second language. Many studies have shown that bridging the native language with a learned language in the early years builds a dynamic and resilient brain.

We take a whole-family approach to care, offering wraparound supports to help families navigate the struggles that present in everyday life. Our team builds trusted relationships with parents and guardians, empowering them as advocates for their children's development. This unique method of meeting people where they are helps us to enhance the overall quality of life for the child as we work to support the family as a whole. This includes providing a mental health curriculum, food security initiatives, basic needs, birthday celebrations, and more. CCF partners with community resources and other nonprofit agencies to support families with employment, housing, and other needs.

Additionally, CCF provides a safe and stable place for children to develop during the critical early years of life. "During the first three years of life, emotionally nourishing relationships lay the foundation for lifelong health and well-being. Research and clinical experience demonstrate that a baby's earliest relationships and experiences with their parents and other caregivers dramatically influences brain development, social-emotional and cognitive skills, and future health and success in school and life."¹

According to Zero to Three, an association of leading child development experts:

- Child trauma is associated with 8 of the 10 leading causes of death in the US.
- Child trauma is more common than you might think. Research has found that more than 20% of babies will have one or more adverse childhood experiences in their first three years of life.
- Trauma doesn't impact all groups equally. Children of color and children raised in poverty are more likely to experience traumatic events. More than half of America's babies are children of color, and two million babies live in poverty.

Armed with this knowledge, CCF strives to not only provide support and care to children, but to provide support and care for parents and caregivers so that everyone can thrive in healthy homes. "When parents and caregivers receive the support they need to foster close connections and healthy relationships with their babies, they are able to serve as a buffer against the impacts of ongoing and inherited trauma many families face every day."²

The CCF evaluates the needs of each child in its care and provides personalized support services. Typically, the children that the CCF cares for struggle with behaviors and need a positive parenting approach to meet their needs. Their development is assessed at every stage and proactive coaching identifies challenging behaviors. Evaluation of the childcare assistants, teachers, lead teachers, and director-level staff is done periodically with formal annual reviews by the Executive team led by Dr. Wallace and Day Care Director, Stephanie Brancato. Additionally, the CCF program is

¹ <https://www.zerotothree.org/why-0-3/>

² <https://www.zerotothree.org/why-0-3/>

evaluated by the PA Office of Child Development and Early Learning in order to participate in the subsidy programs with the state. An annual impact report is compiled and distributed to donors, stakeholders and community partners.

Despite the essential nature of our services, the cost of delivering high-quality care far exceeds available public subsidies. Investing in early childhood education, however, is one of the most effective strategies to break cycles of poverty and promote long-term community well-being. CCF currently seeks funding in the amount of \$10,000 to hire an interim Executive Director. Dr. Wendy Wallace, Board President, has been volunteering her time over the last two years to assist CCF as it gains traction in the nonprofit space after a shift in operations in 2024. A full-time Daycare Director has been at the helm of the organization's day-to-day management; however, this role is very heavy on daycare management. The Daycare Director does not have the bandwidth to function as a nonprofit Executive Director as well, nor do they have the capacity to fundraise the necessary revenue to subsidize the mission-driven work being done.

The Board of Directors has identified the need for a professional staff member with the knowledge and experience to lead CCF to sustainability through the development of successful contributed revenue campaigns and increased brand awareness/exposure to the community. The goal is to hire an interim Executive Director to lay the groundwork for the role, identifying exactly what is needed and developing a plan on how to move forward sustainably.

A current Board Member, Marjorie Constable, has offered to take on this position and is uniquely qualified to do so. Marjorie has been on the Board of Directors of CCF for sixteen months and in that time has learned a great deal about the organization and this critical moment in time. She is a senior marketing leader with over 20 years of experience driving global, regional, and digital marketing strategies for leading organizations. She is known for delivering high-impact, data-driven programs that increase engagement, demand, and revenue through integrated, multi-channel campaigns. Now retired, Marjorie held multiple senior leadership roles during her career at SAP America, leading digital experience, content strategy, midmarket, and partner marketing initiatives that produced measurable growth and operational efficiencies. She is a Certified Digital Marketing Professional, has advanced training in generative AI.

Marjorie's passion for the organization's success has led to her desire to fill this short-term role and her expertise leads the Board of Directors to feel confident in her ability to make an impact. This role is projected to be at least a six-month engagement of approximately 5-10 hours per week. Grant funding of \$10,000 would cover 5 months of this proposal at the agreed upon compensation of \$500 per week. Additional funding to complete the project will be raised through a variety of channels including grants and individual donations.

As a result of this project, CCF will have an accurate job description for the long-term role that will be needed for the organization to meet the fundraising and nonprofit management needs. The interim Executive Director will provide a written development and fundraising plan and provide a written report to the Board of Directors outlining a path to sustainability. CCF expects to see increases in contributed revenue as a result of community engagement and brand awareness.

The Care Center Foundation is in a critical stage of its organizational lifecycle. It is building a foundation for future success and views this role as the next step toward strategically growing and investing in the future of the organization and the future of the children who are served. Without contributed revenue, the unique model that CCF offers cannot remain sustainable. As a nonprofit organization with over four decades of community partnerships, fundraising will enhance the organization's ability to provide care and additional support services to the children and their families. CCF maintains partnerships with dozens of communities of faith in Chester County and seeks to diversify its funding with individual and corporate donations, foundation support, and earned revenue. The interim Executive Director is a vital and necessary next step for CCF and will be incredibly important for its success.

CINCINNATI OH 45999-0038

In reply refer to: 0248160116
Sep. 13, 2019 LTR 4168C 0
23-2198117 000000 00
00008715
BODC: TE

CARE CENTER FOUNDATION INC
127 129 S MATLACK STREET
WEST CHESTER PA 19382



025962

Employer ID number: 23-2198117
Form 990 required: Yes

Dear Taxpayer:

We're responding to your request dated Sep. 04, 2019, about your tax-exempt status.

We issued you a determination letter in August 1986, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also show you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(vi).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If you're required to file a return, you must file one of the following by the 15th day of the 5th month after the end of your annual accounting period:

- Form 990, Return of Organization Exempt From Income Tax
- Form 990EZ, Short Form Return of Organization Exempt From Income Tax
- Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations Not Required to File Form 990 or Form 990-EZ
- Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation

According to IRC Section 6033(j), if you don't file a required annual information return or notice for 3 consecutive years, we'll revoke your tax-exempt status on the due date of the 3rd required return or notice.

You can get IRS forms or publications you need from our website at www.irs.gov/forms-pubs or by calling 800-TAX-FORM (800-829-3676).

If you have questions, call 877-829-5500 between 8 a.m. and 5 p.m.,

Internal Revenue Service
District Director

Department of the Treasury
Reply to: P.O. Box 12070
Philadelphia, PA 19105

Date:

SEP 3 1986

Employer Identification Number:

23-2198117

Accounting Period Ending:

March 31

Form 990 Required: Yes No

Person to Contact:

Mrs. S. Pratt
Contact Telephone Number:
(215) 597-4168

Care Center Foundation
13 Laurel Circle
Malvern, PA 19355

Dear Applicant:

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from Federal income tax under section 501(c) 3) of the Internal Revenue Code.

We have further determined that you are not a private foundation within the meaning of section 509(a) of the Code, because you are an organization described in section 509(a)(1) and 170(b)(1)(A)(vi).

If your sources of support, or your purposes, character, or method of operation change, please let us know so we can consider the effect of the change on your exempt status and foundation status. Also, you should inform us of all changes in your name or address.

As of January 1, 1984, you are liable for taxes under the Federal Insurance Contributions Act (social security taxes) on remuneration of \$100 or more you pay to each of your employees during a calendar year. You are not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Since you are not a private foundation, you are not subject to the excise taxes under Chapter 42 of the Code. However, you are not automatically exempt from other Federal excise taxes. If you have any questions about excise, employment, or other Federal taxes, please let us know.

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

The box checked in the heading of this letter shows whether you must file Form 990, Return of Organization Exempt from Income Tax. If Yes is checked, you are required to file Form 990 only if your gross receipts each year are normally more than \$25,000. If a return is required, it must be filed by the 15th day of the fifth month after the end of your annual accounting period. The law imposes a penalty of \$10 a day, up to a maximum of \$5,000, when a return is filed late, unless there is reasonable cause for the delay.

(over)

P.O. Box 260, Newark, N.J. 07101

Letter 947(DO) (Rev. 10-83)

You are not required to file Federal income tax returns unless you are subject to the tax on unrelated business income under section 511 of the Code. If you are subject to this tax, you must file an income tax return on Form 990-T, Exempt Organization Business Income Tax Return. In this letter, we are not determining whether any of your present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

You need an employer identification number even if you have no employees. If an employer identification number was not entered on your application, a number will be assigned to you and you will be advised of it. Please use that number on all returns you file and in all correspondence with the Internal Revenue Service.

Because this letter could help resolve any questions about your exempt status and foundation status, you should keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown in the heading of this letter.

Sincerely yours,

District Director



Board of Directors 2025

Dr. Wendy Wallace, President, Retired Pediatrician, Penn Medicine

John Cigler, Vice President, Retired Trinity Health, HR Labor & Colleague Relations

Valerie Schaeffer, Board Treasurer, Accounting Manager/Controller, Kennett Square Mushroom Operations

Marjorie Constable, Secretary, Retired SAP, Lead Core Experience Manager, Marketing

Chris Franz, Member, Advent Lutheran Church, Pastor

Christine March, Member, Childcare Specialist, West Chester Daycare

Andrew Rongaus, Member, Attorney, Siana Law

Michelle Benoit, Member, Growth & Development Director, Northwestern Mutual

CARE CENTER FOUNDATION



ANNUAL REPORT 2024-2025



www.carecenterfoundation.org

The Care Center Foundation is a 501(c)(3) non-profit organization.

PRESIDENT'S MESSAGE

The Care Center Foundation (CCF) had a year of revival, growth, and connection with our community as it continues to serve at-risk families in West Chester. The first day of daycare operations under CCF's leadership was June 4, 2024. Incredibly talented staff was hired, and doors were opened to parents needing immediate childcare services as they work, go to school, or search for employment. Fiscal fluidity is a must in our community to sustain income for food, rent, gas, care expenses and utilities. Families in transition can encounter many barriers to meeting those needs on a monthly basis which in turn increases stress and leads to rash decisions. That stress can trickle down to young, rapidly growing minds and have an impact through adulthood. Our daycare center focuses on giving children the tools they need for a healthy body and mind, leading to a healthy future. Staff are trained in trauma-informed support for behaviors, building healthy structure, and the development and nutritional needs of children – babies from just 6 weeks old to children aged 12.

There were many layers and many challenges to opening the doors of CCF again as an independent daycare facility. Inspections from the health department and child care agencies, website revisions, marketing tools, bilingual supports, recruiting, hiring and training of staff, revising parent and staff handbooks, purchasing food to feed the children breakfast, lunch and snacks, the never ending need for diapers, the cleaning of the building to keep all healthy during flu season, maintenance and care of an old historic building, financial accountability, and more - not to mention the ongoing need for operating during a time of economic uncertainty.

The growth of the program, enrolling children and onboarding staff, over the last year, allowed us the time to fine tune and navigate the many requirements that are necessary in serving ONLY low-income families. For some of our families, they are new to the area and the language, and for others they are in crisis and have moved their family out of a violent situation to be safe. These individuals need employment to provide for their families and this doesn't happen quickly. CCF can provide immediate care for their children in order for them to be able to search for and find a job that pays a sustainable wage. CCF is proud of how we pull families in – providing guidance and support; caring for their children (they are smiling and happy at pick up); and becoming a part of their extended family. CCF is part of a network of agencies, churches, and outreach services that partner together to support some of our most vulnerable neighbors.



MISSION: To support the needs of at-risk families in West Chester—beginning with access to high-quality education and childcare services, and connecting them with community resources to help them thrive.

VISION: A thriving West Chester community where every child has the opportunity to grow in a safe, nurturing environment and every family has the tools and support to succeed.

Internally, CCF has hired an excellent Day Care Director who has navigated the many steps to becoming a highly rated day care for children. Staff have 50 years of combine childcare experience and training and are able to speak with families in their native languages of both Spanish and Russian. CCF has also diversified its Board of Directors who support the many layers of operations and oversight. The Board expanded its expertise to include professionals with a background in finance, human resources, marketing, day care operations, law, budgeting, and ministry. The Board met for a retreat this past spring to build its internal capacity and revise the mission and vision of the Care Center Foundation to better reflect the current day to day services.



Our updated mission statement is to support the needs of at-risk families in West Chester by offering access to high quality education and childcare services and leveraging community resources to help them thrive.

With this renewed mission for our community CCF is ready to bring high quality, safe, nurturing care to the most vulnerable members of our community –babies and children. When they thrive during the first 5 years of life, they have the tools for ongoing resilience, and positive health and mental wellbeing as adults. It's the CCF's hope that if we invest in these children now, we build a healthy, thriving future for West Chester.

YEAR IN REVIEW

Over the last year CCF has celebrated incredible achievement including:

- Serving 38 children and their families with education and childcare services
- The launch of the Six Pillars of Mental Health, reaching 50+ families with monthly wellness education and training
- Healthy self-care initiative – giving of CCF branded water bottles and education for self-care
- 18,900+ meals served to families during our Easter, Thanksgiving, and emergency food initiatives
- Over 400 hours of volunteer time contributed
- The launch and integration of a new contact and donor giving software
- The launch of a new website and streamlined contact system
- Expansion of social media presence and community awareness strategies
- Monthly emails to supporters were created to provide updates and engagement opportunities
- A sold-out Sinatra Tribute VIP Fundraiser with over 200 guests – raising over \$13,000
- Monthly themed donation campaigns that connected cause with community

PROGRAM SPOTLIGHT:

Early Childhood Education:

Our daycare program continues to provide safe, structured care for children, giving parents the confidence to pursue employment and stability. CCF has a scholarship program to help all families afford the highest standard of care for their family.

Summer Camp:

Educational and recreational programming extends throughout the summer months providing families with a high quality summer camp experience for their children.

Six Pillars of Mental Health:

A six-month parent support program delivering wellness strategies in multiple languages. Topics include sleep, nutrition, affirmation, and family bonding—building resilience in children and confidence in parents.

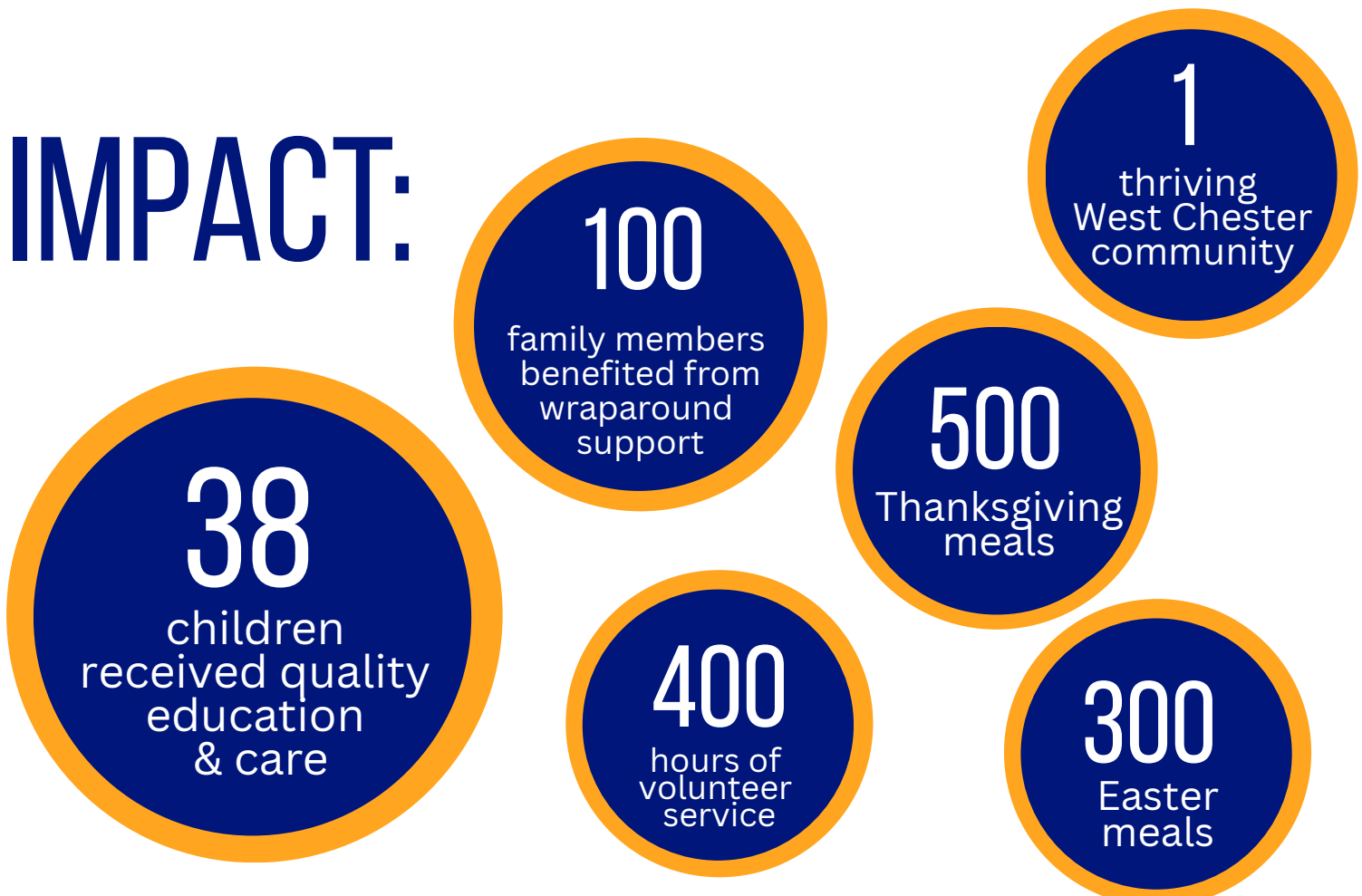
Holiday Drives:

Our community came together again to deliver meals, gifts, and new bicycles, essentials to families during Thanksgiving and the winter holidays—ensuring no child goes without.

Birthday Club:

Families are provided with support to help them celebrate birthdays without breaking the bank. Birthday Bags include party decorations, cake mix, presents, wrapping supplies and more because CCF believes that all children deserve to be celebrated.

IMPACT:



LOOKING AHEAD:

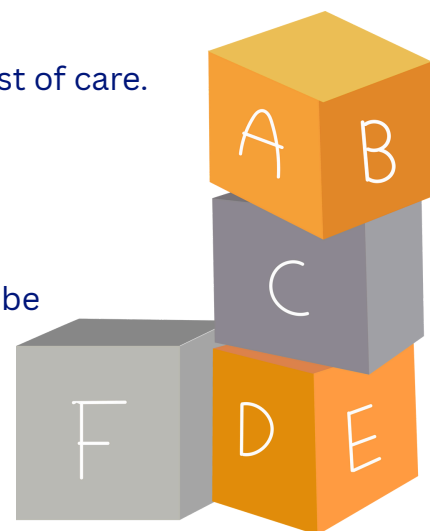
Over the next year, CCF plans to:

- Invest in the leadership development of staff to ensure the highest quality care is provided to the children in our care.
- Expand Six Pillars of Mental Health into a year-round support system for families.
- Explore new and individualized ways to support families through complicated life challenges.
- Upgrade classroom technology and materials.
- Build partnerships for job-readiness support for parents.
- Launch a recurring donor program and legacy giving options.
- Grow our marketing reach to connect with more local families.
- Engage more donors, volunteers, and supporters through community awareness and brand recognition.

GET INVOLVED:

You can be a part of the building blocks of life for at-risk children in West Chester. Together, we can do so much more than we can do alone.

- Donate monthly or one-time to support CCF's mission.
 - CCF relies on the generosity of the community to support this work. Your gift in any amount goes to providing high quality childcare and educational services to at-risk families in our community.
- Volunteer your time.
 - Join us at a community event.
 - Support the birthday bag initiative.
 - Distribute meals at the holidays.
 - Collect toys for distribution to families.
- Sponsor an event or family.
 - Scholarships are provided to families so they can afford the cost of care.
 - Less than 15% of our families pay full price for services.
- Share our mission with your network.
 - Tell a friend about CCF.
 - Like and follow us on Facebook and Instagram.
 - Find out if your employer has matching gift programs or would be interested in supporting our work



For more information on all of the ways you can get involved, please visit us at www.carecenterfoundation.org.

BOARD OF DIRECTORS

Dr. Wendy Wallace, Board President

Valerie Schaeffer, Board Treasurer

Pastor Chris Franz, Board Member

Christine March, Board Member

Marjorie Constable, Board Member

John Cigler, Board Member

Michelle Benoit, Board Member

Andy Rongaus, Board Member

STAFF:

Stephanie Brancato, Daycare Director

Yimari Santiago, Lead Infant Teacher

Gloria Aviles, Toddler Teacher

Olga Nagirna, Infant Teacher

Sharo Pulgarin, Preschool Teacher

Adeline Varney, Program Support

Jonathan High, Community Advocate

Claudia Brown, Community Advocate

We need your help now more than ever!
Contact us today to find out more about how
you can volunteer, support, or donate. YOU
can help change the lives of children in
West Chester today.

127-129 S. Matlack Street

West Chester, PA 19382

610-436-6226

www.carecenterfoundation.org



THE CARE CENTER FOUNDATION, INC.

FINANCIAL STATEMENTS

**YEARS ENDED
MARCH 31, 2024 AND 2023**

THE CARE CENTER FOUNDATION, INC.

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INDEPENDENT ACCOUNTANT'S COMPILATION REPORT

(to be determined)

To the Board of Directors
The Care Center Foundation, Inc.
West Chester, Pennsylvania

Management is responsible for the accompanying financial statements of The Care Center Foundation, Inc. (a not-for-profit organization), which comprise the statements of financial position as of March 31, 2024 and 2023, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements in accordance with accounting principles generally accepted in the United States of America. We have performed compilation engagements in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements, nor were we required to perform any procedures to verify the accuracy or the completeness of the information provided by management. We do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

BARBACANE, THORNTON & COMPANY LLP

**THE CARE CENTER FOUNDATION, INC.
STATEMENTS OF FINANCIAL POSITION
MARCH 31, 2024 AND 2023**

	2024	2023
<u>ASSETS</u>		
Cash and cash equivalents	\$ 99,579	\$ 165,282
Accounts receivable	10,024	10,024
Property and equipment, net	466,715	464,409
TOTAL ASSETS	\$ 576,318	\$ 639,715
<u>LIABILITIES AND NET ASSETS</u>		
LIABILITIES:		
Security deposit	\$ 3,348	\$ 3,348
Long-term debt	408,617	416,355
TOTAL LIABILITIES	411,965	419,703
NET ASSETS:		
Without donor restrictions	164,353	220,012
TOTAL NET ASSETS	164,353	220,012
TOTAL LIABILITIES AND NET ASSETS	\$ 576,318	\$ 639,715

See independent accountant's compilation report.

**THE CARE CENTER FOUNDATION, INC.
STATEMENTS OF ACTIVITIES
FOR THE YEARS ENDED MARCH 31, 2024 AND 2023**

	<u>2024</u>	<u>2023</u>
INCOME, SUPPORT, AND GAIN WITHOUT DONOR RESTRICTIONS		
Contributions:		
Government	\$ 21,500	\$ 24,650
Individuals	9,077	16,714
Reimbursement for utilities	12,995	11,514
Rental income	29,461	43,242
Miscellaneous revenue	<u>134</u>	<u>157</u>
 TOTAL INCOME, SUPPORT, AND GAIN WITHOUT DONOR RESTRICTIONS	 <u>73,167</u>	 <u>96,277</u>
 EXPENSES		
Program services	85,884	78,688
Management and general	42,942	39,344
TOTAL EXPENSES	<u>128,826</u>	<u>118,032</u>
 CHANGE IN NET ASSETS	 (55,659)	 (21,755)
 NET ASSETS, BEGINNING OF YEAR	 <u>220,012</u>	 <u>241,767</u>
 NET ASSETS, END OF YEAR	 <u><u>\$ 164,353</u></u>	 <u><u>\$ 220,012</u></u>

See independent accountant's compilation report.

THE CARE CENTER FOUNDATION, INC.
STATEMENTS OF FUNCTIONAL EXPENSES
FOR THE YEARS ENDED MARCH 31, 2024 AND 2023

	2024			2023		
	Program Services	Management and General	Totals	Program Services	Management and General	Totals
Salaries	\$ 23,679	\$ 11,839	\$ 35,518	\$ 18,143	\$ 9,071	\$ 27,214
Payroll taxes	2,076	1,038	3,114	1,539	770	2,309
Total Personnel Expenses	25,755	12,877	38,632	19,682	9,841	29,523
Advertising	167	83	250	1,053	527	1,580
Insurance	3,854	1,927	5,781	3,371	1,685	5,056
Interest	14,639	7,319	21,958	9,882	4,941	14,823
Occupancy	2,415	1,207	3,622	4,892	2,446	7,338
Office expenses	1,788	894	2,682	1,483	742	2,225
Professional fees	5,179	2,590	7,769	6,015	3,008	9,023
Other	2,199	1,100	3,299	3,282	1,640	4,922
Utilities	8,513	4,256	12,769	9,351	4,675	14,026
Total Expenses Before Depreciation/Amortization	64,508	32,254	96,762	59,011	29,505	88,516
Depreciation/amortization expense	21,376	10,688	32,064	19,677	9,839	29,516
TOTAL EXPENSES	\$ 85,884	\$ 42,942	\$ 128,826	\$ 78,688	\$ 39,344	\$ 118,032

See independent accountant's compilation report.

THE CARE CENTER FOUNDATION, INC.
STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED MARCH 31, 2024 AND 2023

	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES:		
Change in net assets	\$ (55,659)	\$ (21,755)
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities:		
Depreciation/amortization	32,064	29,516
Increase (Decrease) in accounts payable	-	(427)
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	(23,595)	7,334
CASH FLOWS FROM FINANCING ACTIVITIES:		
Purchase of property and equipment	(34,370)	(5,512)
Repayment of long-term debt	(7,738)	(6,606)
NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES	(42,108)	(12,118)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(65,703)	(4,784)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	165,282	170,066
CASH AND CASH EQUIVALENTS, END OF YEAR	\$ 99,579	\$ 165,282
SUPPLEMENTARY INFORMATION:		
Cash paid for interest	\$ 21,958	\$ 14,823
NONCASH FINANCING ACTIVITIES:		
Forgiveness of Paycheck Protection Program loans	\$ -	\$ 9,610

See independent accountant's compilation report.

THE CARE CENTER FOUNDATION, INC.

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Background and Nature of Activities

The Care Center Foundation, Inc. ("the Agency") is a nonprofit agency founded in 1982 as a street mission. The Agency promotes community partnerships by providing a ministry of presence and spiritual support in the West Chester, Pennsylvania community. The Agency empowers those who give and those who receive through creative educational, recreational, and social activities. The Agency receives support from foundations, corporations, churches, and individuals, as well as revenue for childcare and after school programs from a government agency and parents.

The operation of the childcare and after school programs has been outsourced to the Chester County Intermediate Unit ("CCIU"). The Agency receives rent from the CCIU in exchange for the use of the Agency's facilities to operate this program.

Basis of Accounting

The financial statements of the Agency have been prepared on the accrual basis of accounting and, accordingly, reflect all significant receivables, payables, and other liabilities.

Basis of Presentation

The Agency is required to report information regarding its financial position and activities according to two classes of net assets: net assets with donor restrictions and net assets without donor restrictions. The Agency has no net assets with donor restrictions at March 31, 2024 or 2023.

Management's Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent liabilities and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Exchange Transactions

Services for childcare and after school programs are accounted for as exchange transactions. Revenue is recorded as earned, and an allowance against receivables is considered if there is an indication that the amounts are uncollectible. The receivable would be written off after collection efforts have been exhausted. There were no uncollectible receivable balances as of March 31, 2024 or 2023.

THE CARE CENTER FOUNDATION, INC.

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

Expense Allocation

The costs of providing services have been summarized on a functional basis in the statement of activities and statement of functional expenses. Accordingly, certain costs have been allocated to program and support services benefited, based on the nature of the transactions as identified by management.

Income Tax Status

The Agency is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code. However, income from certain activities not directly related to the Agency's tax-exempt purpose may be subject to taxation as unrelated business income.

Accounting principles generally accepted in the United States of America prescribe rules for the recognition, measurement, classification, and disclosure in the financial statements of uncertain tax positions taken or expected to be taken in the Agency's tax returns. Management has determined that the Agency does not have any uncertain tax positions or associated unrecognized benefits that materially impact the financial statements or related disclosures. Since tax matters are subject to some degree of uncertainty, there can be no assurance that the Agency's tax returns will not be challenged by the taxing authorities and that the Agency will not be subject to additional tax, penalties, and interest as a result of such challenge.

Cash and Cash Equivalents

For purposes of the statement of cash flows, the Agency considers all unrestricted liquid investments with an initial maturity of three months or less when purchased to be cash equivalents.

Property and Equipment

All acquisitions of property and equipment in excess of \$1,000 and all expenditures for repairs, maintenance, renewals, and betterments that materially prolong the useful lives of assets are capitalized. Property and equipment are carried at cost. Depreciation/amortization is computed using the straight-line method. Estimated useful lives are:

Buildings and improvements	25 years
Furniture and equipment	5 years
Website	10 years

Donated Services

No amounts have been reflected in the accompanying financial statements for donated services since those services did not require specialized skills.

DRAFT - FOR DISCUSSION PURPOSES ONLY

THE CARE CENTER FOUNDATION, INC.

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

Advertising Costs

Advertising costs are expensed when incurred.

NOTE 2 PROPERTY AND EQUIPMENT

	<u>2024</u>	<u>2023</u>
Land	\$ 7,914	\$ 7,914
Buildings and improvements	742,229	727,455
Furniture and equipment	9,465	9,465
Website	19,596	-
	<u>779,204</u>	<u>744,834</u>
Less: accumulated depreciation/amortization	<u>(312,489)</u>	<u>(280,425)</u>
TOTAL	<u>\$ 466,715</u>	<u>\$ 464,409</u>

Depreciation/amortization expense for the years ended March 31, 2024 and 2023 was \$32,064 and \$29,516, respectively.

NOTE 3 LONG-TERM DEBT

A summary of long-term debt is as follows:

	<u>2024</u>	<u>2023</u>
Mortgage note, refinancing mortgage, due April 14, 2024, interest payable at 5.25% per annum, principal and interest due monthly, with interest rate adjustment allowed after April 14, 2021. Agency property is pledged as collateral.	\$ 198,822	\$ 205,755
Loan payable to the Small Business Association under the Economic Injury Disaster Loan Program, with 2.75% interest. Payments were deferred until June 2022, with interest still accruing. The loan matures on June 7, 2050.	<u>209,795</u>	<u>210,600</u>
	<u>\$ 408,617</u>	<u>\$ 416,355</u>

THE CARE CENTER FOUNDATION, INC.

NOTES TO FINANCIAL STATEMENTS

NOTE 3 LONG-TERM DEBT (cont'd)

<u>Year Ending March 31,</u>	<u>Principal</u>	<u>Interest</u>
2025	\$ 204,174	\$ 5,492
2026	5,501	5,343
2027	5,655	5,190
2028	5,812	5,033
2029	5,974	4,871
2030 - 2034	32,460	21,763
2035 - 2039	37,239	16,985
2040 - 2044	42,720	11,502
2045 - 2049	49,010	5,213
2050 - 2051	20,072	209
TOTAL	<u>\$ 408,617</u>	<u>\$ 81,601</u>

NOTE 4 FACILITY LEASE

On September 8, 2015, the Agency entered into a lease with the CCIU under which the CCIU leases a portion of the building owned by the Agency. The initial lease term ended on June 30, 2018, with monthly payments of \$3,348 and continued on a month-to-month basis with annual 2.5% increases. Utilities were the responsibility of the CCIU and are paid by the Agency and reimbursed by the CCIU. The lease was terminated in December 2023.

NOTE 5 LIQUIDITY AND AVAILABILITY OF RESOURCES

The Agency's financial assets consist of cash and cash equivalents and accounts receivable. The Agency has \$109,603 and \$175,306 of financial assets to meet cash needs for general expenses as of March 31, 2024 and 2023, respectively. All financial assets on hand were available to meet cash needs for general expenditure within one year.

The Agency has a goal to maintain highly liquid financial assets on hand to meet 60 days of normal operating expenses, which is approximately \$20,300.

NOTE 6 SUBSEQUENT EVENTS

The Agency has evaluated events and transactions for potential recognition or disclosure through (to be determined), the date the financial statements were available to be issued.

Care Center Foundation, Inc.

Budget

April 1, 2024 - Mar 30, 2025

	Budget	Actual	Variance	
	FY25	FY25	Actual-Budgrt Fy25	Favorable/ FY25
Income				
Foundation & Trust Grants	\$78,612	\$72,451	(\$6,161)	F
day care program - 18 children	\$89,253	\$89,551	\$298	U
Direct Public Support	\$91,491	\$88,225	(\$3,266)	F
program income - paypal	\$0	\$0	\$0	U
Other Misc. Income	\$3,300	\$0	(\$3,300)	F
board (included in direct public)	\$1,500	\$0	(\$1,500)	F
Interest	\$0	\$37	\$37	U
	\$0	\$0	\$0	U
	\$0	\$0	\$0	U
Total Income	\$264,156	\$250,264	(\$13,892)	F
Expenses				
<u>Payroll</u>				
Payroll - ccf non profit	\$31,719	\$31,797	\$78	U
payroll - ccf day care	\$201,969	\$193,483	(\$8,486)	F
Payroll Taxes @ 8.5% of Payroll	\$21,598	\$21,674	\$76	U
payroll - (future) ED pt	\$28,800	\$0	(\$28,800)	F
payroll Fees	\$0	\$1,730	\$1,730	U
Total Payroll & Fringe	\$284,086	\$248,684	(\$35,402)	F
<u>Facility Costs</u>				
Utilities - Electric, Water, Sewer	\$8,142	\$7,771	(\$371)	F
Telephone	\$3,771	\$4,166	\$395	U
Security - Alarm System Monitoring	\$615	\$808	\$193	U
Alarm System Maintenance	\$0	\$135	\$135	U
Building Maintenance - Janitorial	\$23,948	\$21,784	(\$2,164)	F
Building Maintenance - Pest Control and				F
Maint. Supplies	\$545	\$0	(\$545)	F
Building Maintenance - Repairs	\$3,849	\$2,655	(\$1,194)	F
storm water assessment	\$216	\$0	(\$216)	F
Fire Registration Fee	\$0	\$197	\$197	U
Fire System Fee	\$0	\$107	\$107	U
Equipment Rental & Maintenance	\$0	(\$261)	(\$261)	F
Licenses & Registrations	\$0	\$692	\$692	U
Total Facilities	\$41,086	\$38,054	(\$3,033)	F
<u>Administrative</u>				

Insurance - W/C, Liability, D&O	\$7,974	\$7,976	\$2	U
Office printer	\$1,251	\$1,050	(\$201)	F
Office Expense	\$0	\$277	\$277	U
Bank Fees	\$0	\$515	\$515	U
Interest Expense (included in Debt Services below)	\$0	\$22,195	\$22,195	U
Membership and Dues	\$0	\$30	\$30	U
Travel and Meals	\$0	\$148	\$148	U
Taxes	\$0	\$130	\$130	U
Total Administrative	\$9,225	\$32,321	\$23,096	U
	\$0	\$0	\$0	U
<u>Professional Services</u>	\$0	\$0	\$0	U
Marketing	\$1,746	\$345	(\$1,401)	F
Contract Services (Primarily Accounting Fees \$1,200 and Annual Audit Fee \$6,200)	\$12,240	\$10,403	(\$1,837)	F
Professional Fees-Fundraising	\$0	\$6,004	\$6,004	U
Professional Fees	\$0	\$3,913	\$3,913	U
Total Professional Services	\$13,986	\$20,664	\$6,678	U
<u>Program (non-staff)</u>				
supplies for day care/office	\$9,900	\$5,597	(\$4,303)	F
Total Program (non-staff)	\$9,900	\$5,597	(\$4,303)	F
	\$0	\$0	\$0	U
Total Operating Expenses	\$358,283	\$345,320	(\$12,964)	F
<u>Debt Service- Principal + Interest</u>				
Meridian loan	\$20,520	\$20,520	\$0	U
Federal loan	\$9,516	\$9,516	\$0	U
Total Debt Service	\$30,036	\$30,036	\$0	U
Excess (Deficit)- Interest expense excluded in Debt Services	(\$124,163)	(\$102,898)	\$21,266	U
Depreciation and Amortization	\$0	\$32,031	\$32,031	U
Total Net Income	-\$94,127	-\$127,087	-\$32,960	F

Care Center Foundation, Inc.

Operational Budget

April 1, 2025 - March 31, 2026

	Budget	Actual	Variance	
	April-Nov 2025	April-Nov 2025	Actual-Budgrt April-Nov 2025	Favorable/ Unfavorable
Income				
<u>Contributed Revenue</u>				
Foundation & Trust Grants	\$ 80,000	\$ 26,150	\$ (53,850)	U
Individual Donors	\$ 8,000	\$ 49,132	\$ 41,132	F
Online Donations	\$ 800	\$ 20,193	\$ 19,393	F
Other Community Support Corporations	\$ 4,000	\$ -	\$ (4,000)	U
	\$ 4,800	\$ -	\$ (4,800)	U
Special Events	\$ 8,000	\$ 17,120	\$ 9,120	F
Subtotal Contributed Revenue	\$ 105,600	\$ 112,595	\$ 6,995	F
<u>Earned Revenue</u>				
Daycare Fee for Service	\$ 288,000	\$ 142,015	\$ (145,985)	U
Revenue Shortfall	\$ (96,000)	\$ -	\$ 96,000	F
Before & After Care Fee for Service	\$ 9,500	\$ -	\$ (9,500)	U
Subtotal Earned Revenue	\$ 201,500	\$ 142,015	\$ (59,485)	U
<u>Other Income</u>				
Interest Income	\$ -	\$ 7	\$ 7	F
Total Income	\$ 307,100	\$ 254,617	\$ (52,483)	U
Expenses				
<u>Payroll & Fringe</u>				
Staff Payroll	\$ 190,715	\$ 163,966	\$ (26,749)	F
Payroll Processing	\$ -	\$ 1,621	\$ 1,621	U
Payroll Taxes & Benefits	\$ 17,343	\$ 15,125	\$ (2,218)	F
Total Payroll & Fringe	\$ 208,058	\$ 180,711	\$ (27,347)	F
<u>Facility Costs</u>				
Utilities - Electric, Water, Sewer	\$ 4,984	\$ 5,161	\$ 177	U
Telephone	\$ 2,032	\$ 4,446	\$ 2,414	U
Security - Alarm System Monitoring	\$ 320	\$ 649	\$ 329	U
Fire Registration Fee	\$ -	\$ 151	\$ 151	U
Building Maintenance - Janitorial	\$ 25,600	\$ 26,505	\$ 905	U

Building Maintenance - Pest Control and Maint. Supplies	\$ 520	\$ -	\$ (520)	F
Building Maintenance - Repairs	\$ 4,000	\$ 1,332	\$ (2,668)	F
Storm Water Assessment	\$ 144	\$ -	\$ (144)	F
Fire System Fee	\$ -	\$ 177	\$ 177	U
Equipment Rental and Maintenance	\$ -	\$ 2,530	\$ 2,530	U
Licenses and Registrations	\$ -	\$ 600	\$ 600	U
Total Facilities	\$ 37,600	\$ 41,553	\$ 3,953	U
<u>Administrative</u>				
Insurance - W/C, Liability, D&O	\$ 3,636	\$ 6,500	\$ 2,863	U
Office printer	\$ 1,320	\$ -	\$ (1,320)	F
Office supplies	\$ -	\$ 30	\$ 30	U
Bank Fees	\$ -	\$ 334	\$ 334	U
Postage & Shipping	\$ -	\$ -	\$ -	U
Printing	\$ -	\$ 303	\$ 303	U
Memberships & Dues	\$ -	\$ -	\$ -	U
Professional Development	\$ -	\$ -	\$ -	U
Credit Card Rebate	\$ -	\$ 297	\$ 297	U
Interest Expense (included in Debt Services below)	\$ -	\$ 11,572	\$ 11,572	U
Total Administrative	\$ 4,956	\$ 19,036	\$ 14,079	U
<u>Professional Services</u>				
Marketing	\$ 1,925	\$ -	\$ (1,925)	F
Payroll & Bookkeeping	\$ 4,800	\$ 3,638	\$ (1,162)	F
Audit	\$ -	\$ 6,248	\$ 6,248	U
Grant Writing	\$ -	\$ -	\$ -	U
Professional Fees	\$ -	\$ 4,275	\$ 4,275	U
IT Support	\$ -	\$ -	\$ -	U
Toal Professional Services	\$ 6,725	\$ 14,161	\$ 7,436	U
<u>Program (non-staff)</u>				
Program materials & supplies	\$ 6,740	\$ 3,078	\$ (3,662)	F
Program food	\$ -	\$ (909)	\$ (909)	F
Equipment	\$ 8,650	\$ -	\$ (8,650)	F
Total Program (non-staff)	\$ 15,390	\$ 2,170	\$ (13,220)	F
Total Operating Expenses	\$ 272,729	\$ 257,630	\$ (15,099)	F
<u>Debt Service- Principal + Interest</u>				
Meridian loan	\$ 13,680	\$ 13,680	\$ -	NA
Federal loan	\$ 7,352	\$ 7,352	\$ -	NA

Total Debt Service	\$ 21,032	\$ 21,032	\$ -	NA
Excess (Deficit)	\$ 13,339	\$ (24,045)	\$ (37,384)	U
Total Net Income	\$34,371	-\$3,013	-\$37,384	U

Marjorie Constable

Philadelphia Metro Area - West Chester, PA
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Accomplished senior marketing professional with 20+ years of experience, driving transformative strategies within leading organizations. Proven history of exceeding goals and delivering impactful go-to-market strategies through strategic collaboration across functional teams. Visionary expert in global and regional marketing, digital marketing, and exceptional communicator adept at fostering strong stakeholder relationships. Recognized for creating and executing multi-channel campaigns that drive demand to capitalize on market trends to achieve and surpass targets, establishing competitive advantages. Currently serving as an executive Board member for a non-profit.

PROFESSIONAL EXPERIENCE

SAP America

Lead Experience Manager, Digital Experience, Global Marketing

Newtown Square, PA and Remote

2022 To March 2023

Leading enterprise software provider with annual revenue exceeding \$30 billion and a workforce of over 110,000. Driving global business transformation and fostering sustainability across industries with innovative solutions.

- Streamlined homepage strategy on SAP.com to align with corporate marketing and digital experience objectives, resulting in heightened user engagement and strengthened brand identity. Accomplished 280% increase in CTR/engagement (EMEA) and 10% increase in CTR/engagement (US) by adding 300+ homepage personalization programs.
- Achieved 18% reduction in bounce rate by creating intake and editorial process for bi-weekly updates through project management tool for US and English-speaking homepage sites and aligning with all 35 EMEA country sites, including expedited localization.
- Implemented digital marketing techniques and created strategic content on sap.com to enhance digital journey, resulting in increased website traffic and improved user satisfaction metrics. Implemented weekly and monthly global web management score card system.
- Coordinated global stakeholders, projects, and project teams to execute SAP.com digital and content initiatives, ensuring seamless integration of web-related solutions and achieving project milestones within specified timelines.

SAP America

Content and Strategy Lead, Inbound Marketing, Global Marketing

Newtown Square, PA and Remote

2021 to 2022

- Directed content development strategy by crafting informative long-form content to enhance SAP's credibility across digital channels and early sales funnels, aligning with holistic corporate vision and SEO objectives.
- Led a pivotal initiative to increase brand awareness, overseeing strategy and execution for SAP product and subcategories, resulting in heightened market visibility and engagement.
- Accomplished 25% increase of reach, share of voice, and subscribers by supporting migrating content from an external site to sap.com.
- 30% increase in engagement rates and share of voice by aligning content with strategy and SEO performance.

SAP America

Senior Director, North America, Midmarket Marketing, Regional Marketing

Newtown Square, PA and Remote*2018 to 2021*

- Created and directed integrated marketing for high-priority industries and products, utilizing compelling content and automation tactics to boost lead generation.
- Provided crucial support for strategic marketing plans targeting small and midsize businesses, ensuring pipeline progression and scalable measurement. Achieved a 25% boost in customer revenue through the inception, direction, and staffing of an inaugural customer program for the top 300 producing customers.
- Attained significant volume and revenue growth through impactful program development, content creation, and campaign organization by contributing to a 22% increase in Midmarket annual cloud growth in 2019, totalling \$3.9 million, and a further 20% growth in 2020, reaching \$4 million.

SAP AmericaSenior Director, North America Strategy, Midmarket and Partner Marketing,
Regional Marketing**Newtown Square, PA and Remote***2016 to 2018*

- Strategized and executed marketing initiatives to raise awareness, enable, and foster relationships, facilitating the development and scale-up of marketing efforts for small and midsize businesses from ground zero.
- Drove strategic partnerships and collaborations, resulting in increased revenue and market expansion. Led initial strategy and partner enablement, achieving 10% growth in North America partner revenue and scaling marketing from regional to global levels.
- Worked with 75% of NA partners by spearheading and strategizing innovative marketing activities for supporting/scaling NA partners and partner activities to boost North America regional revenue.
- Generated annual regional savings of \$650K+ by transitioning outsourced partner marketing services to an in-house program with streamlined agency management. Implemented a partner enablement tool to align regional and global partner marketing, establishing best practices.

SAP America

Director, Global Partner Operations and Director, Global Indirect Channels, Cloud

Newtown Square, PA and Remote*2015 to 2016*

- Mastered demand generation and content creation for global cloud partners, strategically easing their cloud transitions and driving significant increases in cloud-based revenue and related partner and customer services.
- Developed/implemented marketing enablement and partner demand generation tactics tailored to success and growth, resulting in enhanced partner engagement and accelerated cloud adoption.

EDUCATION

Kutztown University of Pennsylvania

B.S., Marketing and Management (Double Major)

Certifications:

Certified Digital Marketing Professional (CDMP), Digital Marketing Institute, 2020

Career Essentials in Generative AI by Microsoft and LinkedIn, 2023

Introduction to Prompt Engineering for Generative AI, 2023

ADDITIONAL SKILLS

Marketing Strategy and Management • Product, Solutions and Program Management • Customer and Partner Management • Integrated Marketing • Digital Marketing • Core Content Creation • Cross-Functional Collaboration • Stakeholder Management • Leadership and Executive Presence • Data-Driven Marketing • Communication • Relationship Marketing



Care Center Foundation Operational Plan 2025

Summary

On March 13, 2025, Care Center Foundation (CCF) held a Board of Directors retreat at the Chester County United Way in Exton, PA in order to align around common goals and strategies for fiscal year 2025 (April 1, 2025 – March 31, 2026). In attendance were Dr. Wendy Wallace (Board President), Stephanie Brancato (Daycare Director), Valerie Shaeffer (Board Treasurer), and Board Members Marjorie Constable, Chris Franz, Jonathan High, Christine March, and John Cigler. Emily McClure and Lisa Hancock from Focus Shift, LLC, a local nonprofit consulting firm, facilitated the meeting.

Background Information and History of Care Center Foundation

1982:

- Rev. Cal Guthrie & Dr. Gary Cashon founded the Care Center for Christ

1987:

- Building was purchased
- Support was gained from churches and the center opened as funding allowed
- Pastor Cathy Seamon McGowan
- Mural by Keith Harding was installed

2006:

- Hired Blondell Parsons as ED
- Preschool 3-6 years old + Before and Aftercare
- Secured United Way funding & CC Funding to complete a \$500,000 renovation project

2013:

- Renovations completed - \$750,000
- Name changed to Care Center Foundation (CCF)

2014:

- ED retired
- Agreement with the CCIU for Early Head Start program for at risk youth
- Signage was put up on the building
- Website developed

2017:

- Mural by Paul Santoleri

2022

- 40-year Anniversary Ruby Jubilee at CC Historical Society
- Website re-brand & new logo

2023:

- CCIU moves EHS to Union Street location

2024:

- CCF opens daycare on June 4th

The Care Center for Christ was founded in 1982 by Rev Carl Guthrie and Dr. Gary Cashon. On a downtown West Chester corner where drugs and violence were commonly encountered, they created an organization where families could find opportunities, community, and hope for a better future.

The building on the corner of Matlack and Barnard St, formerly known as the Side Track Bar, was purchased in 1987. It was transformed into a place of safety and security for neighborhood families and children. Since then, the organization has been serving families at this location. Responding to the most pressing community needs at the time, childcare and early education, high-quality educational and recreational assistance for children was offered. From there, programs were added to support the parents in a variety of ways, all based on compassion, presence, and community care.

All of the families served are low-income households struggling to make ends meet. A turning point came in 2013, when after major renovations the board decided to show greater inclusivity within the community, changing the organization's name to Care Center Foundation (CCF). In 2014, CCF began its partnership with the Chester County Intermediate Unit (CCIU). It was a successful partnership, but CCIU chose to part ways in 2023 when they opened their own Early Head Start program on Union Street in West Chester. On June 4, 2024, CCF opened its independent daycare and preschool operations. With dynamic clientele, CCF strives to be adaptive and creative, and provide high quality, individualized support. A large percentage of the children it serves have been displaced, are at high risk, and 95% qualify for ELRC supported subsidies.

Operational Update

Daycare Director: Stephanie Brancato

Current PA Keystone STARS Level: 2

Current building capacity (including staff): 49

Current Staff: 7

Current enrollment: 17

- **Infant.** One enrolled; 7 open slots. Target ratio: 1:4
- **Toddlers:** 7 enrolled; 3 open slots. Target ratio: 1:5
- **Pre-K:** 7 enrolled; 13 open spots. Target ratio: 1:10

Financial Update

Current earned and contributed revenue is not keeping up with expenses. There is a monthly deficit of approximately \$10,000. ELRC subsidies do not cover the actual cost of care for a child and CCF provides most children with scholarships. Fundraising and contributed revenue through grants, individual donations, monthly giving, and events need to increase so that the organization can become sustainable. An increase in the rate of reimbursement from ELRC will kick in when the Keystone STARS level increases.

Mission, Vision, and Core Values:

Original Mission Statement:

- The mission of the Care Center Foundation (CCF) is to promote community partnerships by providing a ministry of presence and spiritual support in the West Chester, PA community that it serves.

Mission Statement Revised:

- The mission of Care Center Foundation (CCF) is to support the needs of at-risk families in West Chester, beginning with access to high-quality education and childcare services and connecting them with community resources to help them thrive.

Vision Statement:

- A thriving West Chester community where every child has the opportunity to grow in a safe, nurturing environment and every family has the tools and support to succeed.

The board brainstormed an extensive list of possible core values and ranked them to determine the top choices.

CCF Draft Core Values:

- Respect
- Inclusivity
- Charitable
- Compassion
- Nurturing
- Service to Others
- Welcoming

SWOT Analysis –

Board members brainstorming on Strengths, Weaknesses, Opportunities, and Threats yielded the following:

Strengths

- Skilled staff.
- Strong, engaged board.
- Head Start is a proven model; the data shows it works.
- Affordable for families.
- CCF has an impressive history in the community.
- It has the potential to tell inspiring success stories.

Weaknesses

- Financial sustainability.
- Lack of historical fundraising ability.
- Organized, internal calendar of events.
- Awareness in the local community.
- CCF clients appreciate its services, but do not broadcast what it provides.
- While CCF has the potential to share personal stories about how it makes a difference, it is hard to show long-term impact
- Staffing / maintaining ratios

Opportunities

- CCF is based in an affluent community where there is excellent potential for greater fundraising success.
- It upholds a standard for what every child in the community deserves.
- Potential partnerships with the network of churches, veterans' groups, schools, and other groups interested in partnering and/or providing supporting services.
- Proximity to West Chester University
- Engagement with community such as creating a parent/peer engagement program and a "parents' night out" with childcare provided.

Threats

- Policy changes at the federal level could affect access and affordability for participating families.
- Termination of government programs and funding
- Changes in immigration policy
- Inflation causes continued spiraling costs such as for utilities and school materials.
- Health & safety concerns - future pandemics or large-scale events.

Strategic Areas of Focus & Goal Setting

Four focus areas for CCF in the coming year include Board Development & Governance, Fundraising, Marketing & Awareness, Program Development & Daycare Operations. The Board discussed the need to be aligned with goals and strategies to achieve these goals in the coming year. Below is a summary of the key issues discussed.

Board Development & Governance

GOAL – Create a Board Governance Committee tasked with oversight of issues related to the functioning and sustainability of the Board of Directors. This group will spearhead the following initiatives in FY2025 and present recommendations to the Board of Directors for approval.

- Create a board matrix with profiles of current directors' expertise and additional skills needed.
 - Wendy stated that CCF needs an attorney for the Board to bring additional knowledge and expertise.
 - Chrissy will make an introduction to one who could be a good candidate
 - A board matrix is also used for demographics in grant applications.
- Develop a candidate pipeline for board nominees.
 - Recruiting individuals to serve on committees can be a good way to introduce them to the organization and gauge interest.
- Update the bylaws.
- Develop a Board Packet for onboarding new members.
 - It could include shadowing to help new board members understand operations, a required financial commitment (another item required by most grant funders), and other expectations and regulations.
 - Access available resources in the community that can help. Don't reinvent!
 - Consider Chester County Foundation resources.
 - RSVP is a group that provides guidance at no cost.

Fundraising

GOAL – The Fundraising Committee should develop and execute a plan to become financially secure by the end of FY2025, increasing both earned revenue and contributed revenue.

- Increase contributed revenue from the community through grants, individual giving, monthly donations, events, and other mechanisms.
- Develop a monthly giving program.
 - Develop tiers for how support will help CCF

- \$25 feeds a child for a month.
 - \$500 funds a scholarship/month.
 - Develop a name for the program that will tie into marketing efforts. 'Giving for Good' is a possible name.
- Explore the best CRM to implement to track donations.
 - GiveButter, Ziffy, HubSpot were mentioned as possibilities.
- Explore list purchases for annual appeal and other mailed appeals.
- Develop a gift acknowledgement process as this is critical for stewarding donors.
- Host several events in 2025 to generate revenue and build awareness for CCF.
 - April 14 Commemorative Titanic themed party held at Dr. Wendy Wallace's home. Includes Board and Presidents Circle. The goal is to launch the monthly giving program and ask attendees to commit to giving on a monthly basis.
 - June 6 Frank Sinatra event at the Uptown. CCF needs to sell 120 tickets to the event plus a VIP pre-show party.
 - It will be important to share CCF's impact at this event.

Marketing & Awareness

GOAL – Build awareness of the CCF in the community to boost enrollment and to increase philanthropic and volunteer engagement.

- Create a marketing calendar with events, donor requests, and other key activities.
- Track engagement rates and use other marketing measurements.
- Create better hashtags.
- Update the website.
- Create video content for social media.
- Use a parent survey to capture impact data, quotes, and stories.
- Consider email marketing platforms and provide a recommendation to the Board of Directors.
 - Develop a periodic newsletter.
- Investigate and recommend joint promotions such as at a restaurant where a portion of the sales goes to CCF.
 - Evaluate the ROI on these types of events and make a recommendation to the Board.
- Expand the parent ambassador programs.
- Create campaigns around "Sponsor a child" and/or "Sponsor a birthday"
- "Thought leadership" CCF could discuss childcare challenges through blogs and/or podcasts.
- Investigate the possibility of utilizing influencer marketing.
 - Connect with area leadership and publicize.

Program Development & Day Care Operation Needs

GOAL – Achieve 100% enrollment and Keystone STARS 3 by the end of FY2025. Enhance a variety of systems at CCF to best support the excellence of the nonprofit organization.

- Implement a CRM and/or other system/database to track and manage contributed revenue successfully
- Develop and implement a schedule of surveys that demonstrate the impact of CCF programming
- Increase parent engagement
- Develop and implement human resource functions including employee evaluations and annual reviews.
 - Board of Directors should assist for paired meetings.
- Begin utilizing the PA Nutrition program in June 2025.
- Develop a thoughtful approach for birthday bags and community care.
 - Provide help to Stephanie for execution of the program.
- Invest in the training and development of the Daycare Director to learn more about nonprofit management.
 - United Way's CC Leadership Program
 - Other free courses
 - Mentoring/Coaching
- Board of Directors to develop a comprehensive list of capital needs at CCF
 - Roof
 - Sidewalks
 - Tree Removal
 - Solar panels