



I. GRANT PROPOSAL SUMMARY SHEET

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FY 2027

**Date July 24,
2026**

Contact Information

Organization Name: The Hickman Friends Senior Living Community

ED/CEO Name: Toni Kelly,

LPN, PCHA, CPASRM

Address: 400 N. Walnut Street West Chester 19380

ED/CEO E-mail:

tkelly@thehickman.org

Phone: 484.760.6300

Website: www.thehickman.org

Board Chair Name: Betsy Straton

Year Incorporated: 1946

Board Chair Approval (check here): ☒

Brouwer-Ancher

Primary Contact Name: Rita G.

FEIN: 23-1352144

Primary Contact E-mail:

rbrouwerancher@thehickman.org

Organization Information:

Field/s of Interest:

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

Mission:

The Hickman is a senior living community located in the heart of West Chester, Pennsylvania. Guided by Quaker principles and traditions that value all life and welcome diversity, The Hickman offers individualized care allowing older adults the opportunity to enjoy a productive life and to explore the richness of all of life's possibilities.

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

Counties served currently but not limited to : Chester, Delaware, Wilmington, Bucks, Montgomery, Philadelphia. Also, residents hail from many states across the country and move to West Chester to be closer to family.

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



Annual Budget \$ 7,842,603

___47___ # of Full-Time Equivalent Paid Staff
___52___ % of budget for program expenses ___17___ # of Board Volunteers
___31___ % of budget for administrative expenses ___59___ # of Active Non-Board
Volunteers
___7___ % of budget for fundraising expenses ___5401___ # of Volunteer Hours
100% = total

Top 3-5 funding sources: The Bancroft Clark foundation

Friends Foundation for the Aging

Philadelphia Yearly Meeting

WW Smith Charitable Trust

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



II. Chester County Community Foundation FY27 Grant Proposal Narrative

- **Description of key initiative**
- **Specific needs and issues to be addressed**
- **Why it is important to fund this now**
- **How impact & results will be demonstrated**

Funding Request

Issue 1

Resident Assistance Fund

The need for affordable senior housing is great and continues to grow. Based on the U.S. Census Bureau statistics, the 65-and older population in the United States has increased rapidly since 2010. The same population grew by over a third during the past decade and by 3.2% from 2018-2020 with an expectation that those 65 and older will nearly double by 2027.

The critical difference between the Hickman and other senior residences is that no resident is required to buy into The Hickman for a substantial sum. Our residents do not forfeit their assets to The Hickman; the rental model allows a month-to-month commitment.

As life expectancy increases, so does the need for financial support. The Hickman requires that an individual reside in the community for 3 years before they may apply for financial assistance. Those who satisfy the 3-year threshold are living longer. Additionally, the ability of families to support aging parents is diminished by fading pension plans, rising education costs, and housing expenses.

Issue 2

Infrastructure Remediation

The Hickman's goal is to continue its mission of providing a structurally sound, attractive, well-maintained building that will serve seniors of modest means for the next 100 years.

A multi-million-dollar renovation is in the plans that will transform the 100-year-old building at 400 North Walnut into 32 low-income senior apartments. While the Pennsylvania Low Income Housing Tax Credit program, supported by its Federal



counterpart will provide funding for a great deal of the renovation, the full budget is not funded.

Pre-construction costs include relocation of residents living at The Hickman building at 400 North Walnut to the Ann T. Jeanes Building at 444 North Walnut, space planning, permitting, sourcing contractors, site preparation, e.g., storage of furniture, fixtures and equipment, design, and installation of temporary kitchen, and more noted here.

1. Overhaul of heating, venting and air conditioning system
2. Replacement of galvanized water lines, leaking copper hot water, lines, drain lines of multiple types
3. Removal of steam piping
4. Electrical overhaul to include comprehensive repair and/or replacement of multiple panels, service cables, junction boxes, covers for 240-volt outlets
5. Reconfiguring rooms to be compliant with American with Disabilities Act

Why Fund This Now

As life expectancy continues to increase, the demand for financial support among aging individuals is growing significantly. The Hickman community, which requires residents to live there for three years before qualifying for financial assistance is seeing a rise in the number of eligible residents who are living longer.

The financial ability of families to support the aging parents is being eroded by several factors, including the decline of pension plans, the increasing costs of education, and the rising expenses of housing. These pressures make it even more urgent to address the growing need for financial assistance within the community.

To mitigate these challenges, The Hickman must undertake several critical pre-construction actions as soon as possible.



II. Chester County Community Foundation **FY27 Grant Proposal Narrative**

History, Goals, Key Achievements and Distinctiveness

BACKGROUND

The Hickman is a senior living community in the heart of West Chester, Chester County, Pennsylvania. The Hickman provides individualized care and assistance to older adults who seek a safe and affordable living environment. The Hickman is committed to diversity. Quaker values lead to a policy of inclusion, seeking diversity, and nondiscrimination based on race, ethnicity, religion, national origin, gender, age, ability, or sexual orientation. Friends believe that there is "That of God in every person." This conviction shaped over three hundred years of action towards equality, respect for difference, and the dignity of all people at every age.

HISTORY

The Hickman was founded in 1891 and continues its mission of providing affordable care to seniors of modest means.

Two women of the West Chester Quaker Community identified the need for housing among the population of widowed, senior women and began raising funds to rent, then build, a home of safety and security. Early benefactors provided endowment funds in addition to building funds that set the path for a future of service to those of modest means. It was not long until men and couples joined the 'family'.

The Hickman building was built in 1936 as the need for additional accommodations was recognized. Like today, the need outweighed the availability of safe, affordable senior housing. Fundraising continued throughout The Hickman's history resulting in Sharpless Hall, now The Anna T. Jeannes Building. The Anna T. Jeannes Building opened in 2018 and features a secure dementia care floor serving twenty-four seniors with compromised brain function, e.g., Alzheimer's disease. Two additional floors accommodate forty-eight additional individuals.

GOALS

The Hickman's primary goal is to be the personal care home of choice in Chester County for seniors of modest means. **DISTINCTION:** The Hickman is one of very few senior homes that does not require prospective residents to liquidate their assets then assign them to The Hickman in perpetuity. The Hickman is a 133-year-old senior living community located in the heart of West Chester, Pennsylvania. Guided by Quaker principles and traditions that value all life and welcome diversity.

ACHIEVEMENTS

The Hickman remains 1 of 3 Quaker based, single site, personal care homes in Chester County. As a template for other Quaker Personal Care Homes, established in 1891, The Hickman is the forebearer to inclusive, modest, senior care facilities.

The Hickman was named the Best Senior Living Community in West Chester for 2022/2023 and 2023/24, 2024/2025 and voted A Best Place to Work in this category's inaugural year.

Toni Kelly, LPN, PCHA, CPASRM was voted Administrator of the Year by the Pennsylvania Assisted Living Association from among hundreds of Assisted Living Homes in Pennsylvania. Voted as the best in 2022, Toni Kelly continues to lead the industry as a member serving on relevant boards including the Friends Service Alliance (FSA). FSA is a national professional association serving values-aligned senior care organizations. For over 30 years, FSA has supported staff and governing boards of Continuing Care Retirement Communities (CCRC), home care groups, and foundations with industry-specific professional services.

Toni applies her over 27-year experience in senior care to improving the daily lives of residents, maintaining a solvent operation, and educating staff to the next level of their professional life.

www.thehickman.org/toni-kelly-keystone-award

The Hickman boasts three (3) associates who were awarded the All-Star Apprentice of the Year award. The first in 2022/2023, the second in 2023/2024 and the third in 2024/2025. This award is granted by Argentum, the leading national association dedicated to supporting professionally managed senior living communities.

www.argentum.org/argentums-haep-apprenticeship program