



**LEADERSHIP
CHESTER COUNTY**

A program of United Way of Chester County

2022 NONPROFIT BOARD OPPORTUNITIES



Leadership Chester County is a program of United Way of Chester County, in partnership with Chester County Chamber of Business & Industry and West Chester University.

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This guide compiles suggestions from LCC presenters over the years-from the obvious to the more analytic. It's intended only to help you think through opportunities for board service carefully-not as an onerous checklist.

CONSIDER THE INVITATION

Does the organization's mission matter to you and to the community?

- Is the mission clearly stated?
- Is the mission relevant to the needs of the community?
- Does it address long-term solutions to social problems?

Do you want to be involved with entrepreneurial growth, steady maturation or renewal?

- Research the organization's history and developmental stage
- Which way is this organization going?

Is this a governing or advisory board?

- Are the expectations and responsibilities of the position clear?
- Are they comfortable for you?

Who's asking you to join the board?

- Board should be recruiting and inviting

Why are you being asked to join the board?

- Your skills, your connections, your perceived personal wealth?
- Your age, gender, ethnicity or other personal attributes, for diversity representation?

What benefits are in it for you?

- Will involvement expand professional networks, provide personal fulfillment?
- Is there any potential conflict of interest for you?

EXPLORE

Public image

- Website, newsletter, print materials
- Recent press, social media presence
- Brand identity
- National or international affiliations
- Advocacy efforts
- View the publicly available Form 990 from a donor's perspective

Visit, tour, meet staff, observe

- Programs and services provided
- Ask about the people served

LEARN MORE ABOUT THE ORGANIZATION

Operations-compliance

- Nonprofit status
- Any pending or recent litigation or tax assessments?
- Current 990 and state filings- Bureau of Charitable Organizations, disclosures, licenses, real estate/sales tax exemptions
- Has the nonprofit merged with or purchased another entity?
- Are there adequate Directors' & Officers', General and Professional Liability insurance policies?
- Human resources
 - Equal opportunity employer and service provider
 - Clear policies on roles of executive staff, accountability to board
- Credentials, training, tenure of staff appropriate to services
- Collaborative or duplicative/competitive with other nonprofits
- Any joint ventures with for-profit entities? If so, are IRS requirements met?
- Business Continuity plans-including succession of key positions

Financial Health

- Review 990 and recent financial statements and independent audit for "red flags" (see your Nonprofit Fiscal Management handout)
 - Resources sufficient to cover operations and unplanned expenditures
 - Expenses primarily serve mission/services
 - Percentage of resources in restricted funds
 - Funding sources-recent changes, diversification or over-reliance on one traditional source?
- Budget -does it align with strategic goals?
- Asset protection strategies



Board Selection Guide

This guide compiles suggestions from LCC presenters over the years-from the obvious to the more analytic. It's intended only to help you think through opportunities for board service carefully-not as an onerous checklist.

LEARN MORE ABOUT THE ORGANIZATION *continued*

Strategic Planning

- How often does the board review the mission, vision and direction of the organization?
- Is there a current strategic plan with realistic vision? Review it to see if the direction is something you'd support or change.
- How will your skills and expertise help guide the organization?
- Is the strategic plan reviewed regularly by the board?
 - Are there references to the environment-plans for managing change, monitoring and making adjustments for trends with funding and/or the population served?
 - Are there board committee responsibilities for strategic goals, or primarily staff action items?
 - Are there clear measures, tracking/dashboards, accountability, or other mechanisms for reporting progress?
- Is the Executive Director's evaluation based in part on accomplishments in the plan?
- Are there resource development plans to support strategic goals?
 - What is the approach to fundraising and/or entrepreneurial efforts? Are you comfortable with them?
 - Is there a clearly defined case statement of need, with a slate of opportunities for donors?

EVALUATE BOARD CULTURE

Review Articles of Incorporation and By-laws

- When were the by-laws last updated?
- Do the by-laws conflict with Articles?
- Are procedures outlined in these documents actually followed?
- Is there a conflict of interest policy? Are annual disclosures required of all leadership?
- Are succession plans in place for the board?

Review the board list

- Professional affiliations, length of service, position
- Composition of board-diversity, representation of constituency
- Need for your skill set to assist with organizational goals
- Is the board structure-officers, committees, advisory and emeritus roles, etc.-aligned with its by-laws?

EVALUATE BOARD CULTURE *continued*

Attend meetings

- Plan to arrive early to meet others
- Observe procedures and interactions-facilitation, committees
- Listen to discussions-are they focused on mission and strategy?
- Decision making-consensus, majority votes, inclusive?
- Observe the relationship between board and executive staff

Talk with board leaders

- Are there LCC graduates on board?
- How is board development addressed? Are there regular board self-assessments for both individual and group performance?
- How are new board members cultivated and screened?
- What is the board orientation process and who would be mentoring you?
- Do the board members give consistent messages about the mission, vision and values?

Clarify expectations of board members

- Personal attributes and affiliations, e.g. faith-based requirements, memberships
- Board "job" description, terms
- Frequency and length of meetings
- Communications to board-frequency, type, meeting preparation
- Committee work
- How are board members recognized?
- Financial, fundraising expectations-frequency, amount, type

CAN YOU COMMIT?




Act in Faith of Greater West Chester

212 S. High Street | West Chester
www.actinfaithgwc.org

Hallie Romanowski | hallieromanowski@me.com



Currently on Board: 8 including  graduates
Ideal Number: 12

Mission and Services: To build a community that empowers the un- and under-employed to stabilize their households and build toward self-sustainability.

Board Structure: Our Board has 4 Officers: President, Vice President, Secretary, and Treasurer. All Board members are asked to participate on at least one of our committees: Finance, Communications, Governance, Program, or Development (which has several sub-committees: Partnership, Events, and Major Fundraising.) We are in the process of creating an Advisory Board that will consist of previous service recipients, and volunteers that work directly with those that come to us for support. The composition of the Advisory Board is an intention effort to ensure that our program, policies and practices continue to address the needs of those we serve and remain sensitive to all aspects of their journey to self-sustainability.

Board Culture: We have a very hands-on board, therefore each director is asked to be engaged. Decision making is by consensus with recommendations often coming from the committee level for Board endorsement or vote. Meeting atmosphere is fairly casual, a formal agenda is followed but discussion and questions are encouraged allowing for fluidity.

Recent Board Activity and Goals: During the initial wave of the pandemic year, the primary Board focuses were continuing to meet the needs of our the community and ensuring the safety of our clients, volunteers and staff- all while maintaining financial stability. The Board was forced to re-invent our fundraising strategy and did so successfully. In 2020, we launched our 1st Sustaining Partner campaign. In 2021, many committees slowly resumed their work, the Board on-boarded a new director, and we solidified plans to relocate in 2022 to a larger space to allow for much needed program growth. The seeds for the move were planted pre-pandemic, but were stalled due to the pandemic. We continued to meet community needs at an elevated rate and the board guided us through, maintaining financial stability.

Current Skills or Attributes Desired: At the moment we could benefit from the addition of members with financial, graphic design, and fundraising experience. We would also benefit from more gender and ethnic diversity as we are over 50% female and almost 100% Caucasian. Our member ages range from early 30's to mid 60's but more balance could be of benefit as well.

Board Requirements: All members are asked to attend all board meetings if possible. They are also expected to contribute financially in some capacity. There are no specific demographic requirements.

Board Meeting Schedule: Board meetings are typically the 4th Thursday of the month and held, on average, 6-8 months of the year. The exact months of the meetings are determined in conjunction with organization activity and needs.

Committee, Projects, Volunteer Opportunities: In addition to the committees listed above, there are opportunities to volunteer in the office providing direct support.

The Arc of Chester County

900 Lawrence Drive | West Chester
www.arcofchestercounty.org

Jeanne Meikrantz | jmeikrantz@arcofchestercounty.org

Currently on Board: 16
Ideal Number: 17

including  graduates



Mission and Services: The Arc of Chester County is a nonprofit institution dedicated to enhancing the dignity and welfare of all people with developmental and intellectual disabilities, autism, and other disabilities. We provide opportunities and resources to improve the lives of those we serve and empower them to choose how to live, learn, work, and spend their leisure time. We provide quality, community-based services beginning at birth and extend through entire lifetimes. Our vision is a community of inclusion that embraces and values all people, equally.

Board Structure: The Board of Directors is the ultimate legal and moral authority for The Arc of Chester County, setting the mission, core values, culture and vision for the organization. These are operationalized through the agency’s services and programs. The leadership shapes the agenda of the organization, defines priorities, searches for solutions, and galvanizes commitment from the public. Board work occurs through board meetings, executive/personnel committee, adherence to the organization bylaws, and strategic planning. Board members are actively involved in governance activities and supporting the mission through a group of standing committees that meet as needed. Committees are usually chaired by a member of the Board with other volunteers and employee participation. Regular board self-assessments and education sessions are conducted. New members are sought from LCC and community events.

Board Culture: Board members are actively involved in governance activities and supporting the mission of The Arc through a group of standing committees that meet monthly or as needed. Committees are usually chaired by a member of the Board with other volunteers and employee participation. In general, committees have the authority to act related to their area of concentration unless that action involves changes to policy or expenditures outside the budget. Those decisions must occur at the Board unless delegated by the Board to the committee.

Recent Board Activity and Goals: The Board continues to be fully invested in fulfilling their fiduciary and governance responsibilities and participating in meetings and events to promote the image of The Arc and recruit new community sponsors and partners. Annual events include The Arc Achievement Walk, and Fun Day, annual membership meeting, loyal donor and awards celebrations, Holiday Giving Programs, Trunk or Treat, and Breakfast with Santa. We participate in other “friend-raiser” events throughout the year often requiring volunteers, including our Annual Legislative efforts. We are embarking on our 70th anniversary March 2022 and will celebrate for the next 18 months. We will implement a capital campaign (kick off May 2022) to raise 1 Million dollars for capital improvements to our facility and investments in our staff.

Current Skills or Attributes Desired: Communications and Marketing, Fundraising (Planned Giving and Major Gifts) and Medical.

Board Requirements: Board meetings are every other month on the 3rd Wednesday of the month at 6:00 pm. The Executive/Personnel Committee (comprised of the officers of the board) meets on the alternate months. The meetings are approximately an hour. They can be attended by phone and/or through zoom technology. We welcome each board member to join a committee in the area of their interest. Depending on the committee they may meet monthly, quarterly or as needed. The board is expected to make a financial investment each year at a level that is generous to their individual financial ability.

Board Meeting Schedule: Board meetings are every other month (August, October, December, February, April, and June) on the 3rd Wednesday of the month at 6:00 pm. The Executive/Personnel Committee (comprised of the officers of the board) meets on the alternate months

Committee, Projects, Volunteer Opportunities: Days of caring (facility type work), volunteer to support the agency events, administrative tasks and Support Service Provision.

Barclay Friends

700 N. Franklin Street | West Chester
www.bf.kendal.org

Linda Sterthous | LSterthous@bf.kendal.org

Currently on Board: 13
Ideal Number: 16



Mission and Services: Reflecting the Quaker concern for older people, our mission is to continuously improve care of the aging across the continuum of services we provide. We aspire to the highest professional humanitarian standards while providing care and services in a supportive and compassionate atmosphere. Senior Living Community serving Wester Chester and the surrounding area with Personal Care and Skilled Nursing facilities.

Board Structure: Advisory with 5 committees, usual officers, no executive committee.

Board Culture: Board culture is engaging with a focus on resource presentations and decision making at Board Meetings. Committees are very active and contribute to the Board decision making. We use consensus decision making at our Board Meetings which provides an atmosphere focused on listening an understanding everyone’s feelings.

Recent Board Activity and Goals: Our activities have been supporting Barclay Friends through the pandemic. We recently completed a new Personal Care building and have been focused on filling that building. We are also focused on strategic initiatives geared around future growth.

Current Skills or Attributes Desired: We are interested in continuing our goal of adding more diversity on our Board. Currently looking for business and development expertise as well as healthcare backgrounds and people with diverse backgrounds interested in leadership opportunities.

Board Requirements: Six Board meetings per year and six Committee meetings per year. Annual giving required but amount is left up to the Board Member.

Board Meeting Schedule: Board Meetings are every other month, the 3rd Thursday of the month at 5 PM. Meetings are both in person and on Zoom.

Committee, Projects, Volunteer Opportunities: Committee participation and special events and development.


Chester County Opportunities
Industrialization Center (CCOIC)

22 N. 5th Avenue | Coatesville
www.ccoic.org

Joyce Chester | jchester@cc-oic.org

Currently on Board: 13
Ideal Number: 16

including  graduates



Mission and Services: CCOIC was established in 1979 on the principles/objectives of Philadelphia organization established in 1964 by Reverend Leon Sullivan. “Helping People Help Themselves” is at the core of our mission as we serve the community with free adult education and job training programs that include English Language Acquisition, GED Preparation, Adult Tutoring, Workforce Reintegration, Certified Nurse Aide Training, and the SOAR justice-involved program.

Board Structure: The Board of Directors has four Officers: Chair, Vice Chair, Treasurer, and Secretary. Board Committees include Development, Finance, Nomination and Board Development, Strategic Plan and Program Review, Executive, Public Relations, and Facilities.

Board Culture: Committee work is valued and definitely informs Board decisions. The culture is a mix of being structured (via our By-Laws, Strategic Plan, Committee Missions) along with encouraging an environment for open discussion with a goal of achieving consensus decision making.

Recent Board Activity and Goals: We continued our outreach to the Coatesville community and other County locations to offer services/programs with the challenges we all faced with COVID. Additionally we were actively engaged in a major building renovation project (via Chester County DCD/HUD funding). A focus took place on seeking grants and other funding opportunities as we continue to have this goal as a top priority. We also were committed to our Strategic Plan and measuring progress. Goals for future are continued assessment to develop programs and services that meet the needs of the community we serve.

Current Skills or Attributes Desired: Development/fundraising experience and a commitment to a focus on funding opportunities. Other attributes include community connections, interest/enthusiasm for the CCOIC mission, team-work skills, available time, functional skills, past experiences, and adding to Board diversity.

Board Requirements: Financial contributions for each Board member is individualized depending on financial ability and in consultation with the Board Chair and Executive Director (President and CEO). Board members are expected to attend monthly Board meetings, an annual Board Retreat, committee meetings, and major fundraising events.

Board Meeting Schedule: Monthly meetings are on the third Thursday of each month at 7:00 p.m.

Committee, Projects, Volunteer Opportunities: Individuals wanting information on volunteer opportunities can contact CCOIC to discuss specific interest areas.

Children's Country Week Association
(Paradise Farm Camps)

1300 Valley Creek Road | Downingtown
www.paradisefarmcamps.org

Andy Schaum | andy@paradisefarmcamps.org

Currently on Board: 7
Ideal Number: 11



Mission and Services: Connecting children to the outdoors since 1875. Serves 6,000 children each year thru our programs such as day camp, resident camp, and school programs.

Board Structure: Governing board. Officers are chair, vice-chair, and treasurer. Committees are programs, capital projects, and investments.

Board Culture: Board culture is informal.

Recent Board Activity and Goals: Board was not that active over the last year as we needed to see how our business would recover from a COVID shutdown (it has). Goals for the near future are to determine what new groups we should work or partner with.

Current Skills or Attributes Desired: We are looking for skills and interests in the following areas: HR, accounting/finance, investments, insurance, facility management, construction, environmental education/ land stewardship, childhood education, and fundraising.

Board Requirements: Looking for some combination of expertise, time, and giving.

Board Meeting Schedule: 6 board meetings per year usually at 6:45 pm on Thursdays. 4-5 program meetings per year where we get into program details.

Committee, Projects, Volunteer Opportunities: Can do projects around camp based on interests and abilities.

Coatesville Youth Initiative

545 E Lincoln Highway | Coatesville
www.coatesvilleyouthinitiative.org

Jarvis Berry | jarvis@coatesvilleyouthinitiative.org



Currently on Board: 10
Ideal Number: 15

Mission and Services: The mission of the Coatesville Youth Initiative is to contribute to a vibrant future for Coatesville by engaging youth in experiences that support their success in school and in life, and by uniting a wide range of partners to make the community better for everyone.

Board Structure: The CYI Board of Directors is a Leadership, Governance and Oversight structured Board. Board ensures that the organization achieves its mission in an ethical, transparent, accountable and prudent manner. Each Board Member is accountable for providing leadership, governance and oversight functions, all of which are accomplished at Board meetings and by committee assignments through review of information, strategic questioning, conversations, and decision making.

- Board Culture:** Our Board culture consists of the following principles and expectations:
- 1. Regularly attends board meetings and important related meetings
 - 2. Makes serious commitment to participate actively in committee work
 - 3. Volunteers for and willingly accepts assignments and completes them thoroughly and on time
 - 4. Stays informed about committee matters, prepares themselves well for meetings, and reviews and comments on minutes and reports
 - 5. Gets to know other committee members and builds a collegial working relationship that contributes to consensus
 - 6. Is an active participant in the committee's annual evaluation and planning efforts
 - 7. Participates in serving as an ambassador (friend raising or fund raising) for the organization and is willing to donate at a level that is comfortable to them.

Recent Board Activity and Goals: Over the last year, our board has been focused on strategic planning. As an agency we have both expanded and reorganized due to growth and future goals. A new strategic plan has been put in place. Future goals include bringing on additional board members so as to keep ideas and participation fresh; expanding programs and services to reach more youth and their families; strengthen the board structure (increase board member training opportunities, etc); and continuing to research new/additional office/activity space.

Current Skills or Attributes Desired: Accounting/CPA, Business/for profit management/administration, Banking/Controller, Community-based/resident, Event Planning, Faith-based, Fundraising and Development, Human Resources, Information Technology, Legal, Local Government, Marketing, Medical, Strategic Planning, and School-based.

Board Requirements: As with the culture of our Board, all board members are expected to financially give. There is no set amount, and the giving is anonymous and based on whatever a board member feels is comfortable to them.

Board Meeting Schedule: The general body of the board meets monthly on the 4th Thursday of the month from 5:00pm to 6:30pm. Our committees generally meet once a month or as needed, based on the availability of the committee members.

Committee, Projects, Volunteer Opportunities: Most of our committees are open to volunteers. Current committees include Ambassador, Building, Programs, and Human Resources. Additional committee membership on our Finance and Governance is an option in certain cases.

Compass Mark

590 Exton Commons | Exton
www.compassmark.org

Eric Kennel | ekennel@compassmark.org



Currently on Board: 16
Ideal Number: 16

Mission and Services: Compass Mark's mission is to prevent addiction through education, skill-building, and community mobilization. We provide a range of school and community-based programs throughout Chester, Lebanon, and Lancaster County, designed to guide and empower all people toward healthy, fulfilling lives free from addiction.

Board Structure: Governing Board with the following standing committees: Executive, Human Resources, Marketing & Development, Finance, Board Development, and Program.

Board Culture: Compass Mark's board is comprised of individuals from Chester, Lancaster, and Lebanon Counties who are fully engaged in our mission. Board meetings are currently held via Zoom and are structured to include reporting from committees/staff, discussion around a relevant topic, and strategic decision-making.

Recent Board Activity and Goals: Compass Mark is based in Lancaster County and recently opened a new location in Exton to provide prevention services throughout Chester County. We are looking to embark on a strategic planning process over the next year to include input from Chester County stakeholders.

Current Skills or Attributes Desired: We are looking for candidates who live/work in Chester County and have a personal interest in our mission of addiction prevention.

Board Requirements: Board Members must be age 18 and older and live/work in Chester, Lancaster, or Lebanon Counties. Members are expected to serve on at least one Committee and make an annual financial contribution based upon their ability to give.

Board Meeting Schedule: 4th Wednesday of every other month, from 7:30am to 9:00am. Meetings are currently held via Zoom.

Committee, Projects, Volunteer Opportunities: Non-Board Members may serve on the following Committees: Human Resources, Marketing & Development, Finance, and Program.

Communities That Care of Greater Downingtown

413 Crestwood Lane | Downingtown
www.dtownnctc.org

Bethann Cinelli | bcinelli@dtownnctc.org



Currently on Board: 7
Ideal Number: 10

Mission and Services: Collectively, with families, schools and community, CTC empowers youth by promoting mental health and preventing substance use. We do this via education and public awareness, (supporting parents and strengthening families), engaging youth in prevention activities, and providing opportunities and rewards to youth for pro-social community involvement.

Board Structure: We are a governing board. Current officer positions include president, VP, treasurer and 2 committees.

Board Culture: We are a working board and have monthly board meetings. The way we work is to disseminate info and share that amongst board members. Key items are discussed and voted on prior to taking action. Meetings are structured around an agenda, and additional meetings if needed may occur outside of the regular board meetings. The atmosphere at the board meetings is light and friendly. We are a small board, know each other well and get along at the meetings and also outside of meetings.

Recent Board Activity and Goals: Our goals are primarily around expansion and increasing the number of contacts of youth and families.

Current Skills or Attributes Desired: Current gaps include financial, HR, legal. But the most desired attribute is belief in our mission and a desire to help and be a part of our success.

Board Requirements: 80% board attendance is required; as is an annual financial commitment.

Board Meeting Schedule: Board meetings are currently held on a monthly basis, second Tuesday of the month at 1800. Meetings run about 90 minutes. We currently use a ZOOM platform.

Committee, Projects, Volunteer Opportunities: Board governance committee, events / activities / fundraising committee.

The Crime Victims' Center of Chester County, Inc.

135-137 West Market Street | West Chester
www.cvcofcc.org

Christine Zaccarelli | christinez@cvcofcc.org



Currently on Board: 13
Ideal Number: 15

Mission and Services: The Crime Victims' Center provides free, immediate, and confidential crisis response and support to children and adults victimized by sexual violence and all other crime. We provide assistance through counseling, advocacy, resources and education. The Center fosters community awareness and understanding through its comprehensive outreach and prevention programs.

CVC is a victim advocacy agency providing in person accompaniment, counseling and prevention programing for all of Chester County. A Direct Service Advocates is accessible 24/7 to provide crisis counseling, information and referral, medical accompaniment and legal accompaniment. Our counselors provide individual and group counseling virtually or in person. Our Violence Prevention Educators provide programming to students, parents and professionals throughout Chester County to help create a safe healthy community for all.

Board Structure: CVC has an active governing board as well as standing committees, Executive/Governance, Development, Personnel and Finance. We also have two event committees for our BBQ and Anniversary Gala (every five years).

Board Culture: Our board meetings are well attended and are a mix of reports on the day to day operations of CVC, finances, update on development and discussion on any issues/challenges that we currently face. Board members are active in attending our events and act as ambassadors for CVC while in the community.

Recent Board Activity and Goals: Our Board spent the majority of the last six months on a new strategic plan that was adopted in November of 2021. We are currently identifying priorities of that plan to pursue in 2022. Our goals for the near future include continuing to work on recruiting and retaining staff and continuing to work to diversify our funding sources.

Current Skills or Attributes Desired: Currently we are looking for an IT professional, law enforcement professional and/or someone that has event planning experience.

Board Requirements: Board members must attend monthly meetings having reviewed the board documents and ready for discussion, attend at least two CVC fundraising events annually, seek financial support for CVC from their employer if appropriate and make a personal contribution to CVC in an amount that is meaningful to each member.

Board Meeting Schedule: The third Tuesday of the month at 6:00 p.m. Currently virtual and will be moving to every other in person/virtual in the coming months.

Committee, Projects, Volunteer Opportunities: Committees as listed above and once our 40hr sexual assault counselor training has been completed we have volunteers on call and those that attend outreach events on behalf of CVC.

Family Service of Chester County

310 North Matlack Street | West Chester
familyservice.us

Mark Butler | mbutler@familyservice.us



Currently on Board: 12
Ideal Number: 13

including  graduates

Mission and Services: To provide life-changing individual and family support by removing barriers and providing access to counseling, case management, youth services, and family programs. We offer 8 different programs. Our counseling program is the most extensive, offering counseling in 5 locations around the county and providing support to the West Chester and Kennett Square school districts. We have a child abuse prevention program and a supportive housing program for transitional youth. We have a strengthening families program for parents and children 10-14. We have an extensive supportive program for individuals with HIV.

Board Structure: The board governs, directs, and controls the affairs and property of the agency, with President, Vice President, Secretary, and Treasurer positions. Our committees are Executive, Governance, Development, Finance, Building and Grounds, and ad hoc HR committee.

Board Culture: We operate with Roberts Rules of Order, but somewhat informally. We have a structured agenda; encourage participation; meet 10 times a year, on the third Wednesday at 8 am; we have been conducting business via Zoom. At each meeting, we hear a presentation from one of the agency’s program directors to better connect with staff and the day-to-day. The Executive Director gives a thorough report. For decisions, we get a general sense of the meeting before voting.

Recent Board Activity and Goals: Took a thorough assessment of the financial viability of the counseling program, including sources of funding and fee structure, resulting in increase for first time in 13 years. We reviewed and updated our mission statement. We established a Building and Grounds committee and developed a budge and strategic plan to fund on-going stewardship of our building and property.

Current Skills or Attributes Desired: Candidates must be at least 21 years of age. Membership shall reflect the racial and ethnic composition of the communities we serve.

Board Requirements: Board members are expected to attend regularly and can be removed after three consecutive missed meetings. Expect all to support the agency and programs financially to the extent able and to advocate for the agency.

Board Meeting Schedule: We meet the third Wednesday of the month, except for July and August. We also have an annual retreat for re-grouping and strategic planning.

Committee, Projects, Volunteer Opportunities: The Exchange Club Family Center offers volunteer parent support aids to clients. The ZOOM program works with local agencies to provide transportation for clients to appointments.

Handi-Crafters, Inc.

215 Barley Sheaf Road | Thorndale
www.handi-crafters.org

Joseph Tankle | joe.tankle@handi-crafters.org



Currently on Board: 10
Ideal Number: 20

Mission and Services: Empowering individuals with disabilities to lead more independent, productive and fulfilling lives. Production services, Vocational Evaluation & Rehabilitation, Skill Development Center, Community Employment, Mobile Work Crews, Independent Living Solutions, School-to-Work Program, Adult Daily Living Center.

Board Structure: Governing Board; Chair, Vice Chair, Secretary, Treasurer, Finance & Development Committees.

Board Culture: Beginning March 2022 Board meetings will resume in-person. Meetings are typically less than 1.5 hours. There is a meeting agenda with exhibits. The atmosphere is professional with active participation.

Current Skills or Attributes Desired: Skill sets include financial development and a passion to support adults with employment barriers.

Board Requirements: Board members will attend 75% of meetings and support the annual appeal/special events.

Board Meeting Schedule: Board meetings are held the third Monday of the month at 5 PM excluding July, August and November. (Calendar is subject to change.)

Home of the Sparrow

969 East Swedesford Road | Exton
www.homeofthesparrow.org

Michelle E. Venema | mvenema@homeofthesparrow.org



Currently on Board: 10
Ideal Number: 13

including  graduates

Mission and Services: Home of the Sparrow serves women and children in Chester County facing housing insecurity with:

- Emergency eviction intervention
- Supportive housing services
- Acquisition of affordable housing
- Education and financial literacy
- A long-term safety net, access to resources, and trauma-informed support

Board Structure: Standing Board Committees are: Finance, Development, Real Estate, Program, Governance. We have a board President, VP, Treasurer and Secretary. We have several emeritus members. The board meets 10- 11 times per year; finance meets monthly.

Board Culture: Work at the committee level is robust and informs decisions made at the Board level. Regular board self assessments and education sessions are held. The Governance Committee identifies and vets prospective board members. The board worked diligently to raise resources to meet the needs of program participants during COVID-19, to broaden the base of supporters, and raise funds from non-event sources.

Current Skills or Attributes Desired: Currently, we are interested in board members who have experience in the clinical/mental health field of expertise, marketing/communications and fundraising/event planning.

Board Requirements: Board members must serve a 2-year term, be a member of at least one board committee, make an annual contribution, advocate for HOS' mission, attend every board meeting, and attend/support fund- and fundraisers.

Board Meeting Schedule: Monthly

Committee, Projects, Volunteer Opportunities: To serve on the development committee or an event committee, or volunteer for a ""work day"" at our office or at one of our pre-senior homes.

Hope Beyond Borders, Inc.

310 East Chestnut St. | Coatesville
www.hopebeyondborders.org

Steven Wilson | steve@hopebeyondborders.org



Currently on Board: 7
Ideal Number: 11

Mission and Services: Hope Beyond Borders is an international network of educational initiatives and thought leaders committed to seeing children and youth flourish.

We currently have community educational programs in Coatesville, Zambia, and Liberia that offer educational services and programs including preschools, after-school tutorials, entrepreneurial opportunities, and summer camps. We offer leadership development (leadership academy) and coaching for our program leadership teams and a Student Ally Network where individuals can sponsor a student's education.

Board Structure: Our board is officially a "Policy Model Board," however in practice we function somewhere between a Governing and Advisory board. We are often strategic planning, determining and advising on fiscal year focuses, policies for our programs, and supporting the over-all mission.

Board Culture: Our current board members would describe our board as relational and enjoyable/fun. We are casual in dress and atmosphere, but structured with meeting minutes and formal voting.

Recent Board Activity and Goals: Updating our mission and tag line, determining a fiscal year focus for core operations and brainstorming sessions on implementation, donor "thank you" call center with dinner, discussing annual fundraisers and ways to maximize impact and income, approving strategic plans, budgets, and salary scales, re-evaluating management fees for our community programs, etc.

Current Skills or Attributes Desired: As a nonprofit committed to equity in education locally and abroad, board members should have a recognition that educational injustice is, in part, the outcome of a history of injustice. We're all learning together the implications of this and how to work toward solutions. We intentionally work toward diversity and equity in all levels of our organization, including our board. Regardless of professional affiliations, most of our board members have an interest in education or entrepreneurial endeavors.

Board Requirements: We are a "faith-based" nonprofit and historically Christian faith - however we are very broad in that term and include people of all denomination, faiths, or no faith affiliation. We request all board members contribute financially on an annual basis at whatever level they are willing. Financial contributions are confidential and not share with other board members.

Board Meeting Schedule: We meet on average 10x a year - generally a weeknight 6:30-8/8:30 PM - Current board members and E.D. pick dates together.

Committee, Projects, Volunteer Opportunities: We have a Fundraising/Event Planning committee. We also have volunteer opportunities with our Student Ally Network and Soap for Hope Social Enterprise, including volunteer opportunities at events and festivals.

Human Services, Inc.

50 James Buchanan Drive | Thorndale
www.humanservicesinc.org

Elizabeth Higgins, MSW, LCSW, ACSW, CCTP | ehiggins@humanservicesinc.org



Currently on Board: 8
Ideal Number: 10

Mission and Services: Human Services, Inc. is dedicated to Hope, Healing and Recovery. We are committed to the highest quality of professional treatment programs, residential and homeless support services to the individuals, families and communities we serve through collaborative and person centered service delivery. We empower people by providing support, advocacy and stewardship on the journey to wellness and recovery.

Board Structure: Our Board is a volunteer governing Board. The Officer Positions include: Chairperson, Vice Chairperson, Secretary & Treasurer. The Committees include: Finance, Human Resources, Nominating and Community Relations. There are two Ad Hoc Committees: By-Laws and Strategic Planning. HSI also has two community/consumer Advisory Boards: Clubhouse and Homeless Advisory/Friends in Recovery.

Board Culture: Board culture reflects a strong partnership between the organization's professional staff and Members in addition to Executive Management and the Board as a collective whole. Information is shared, questions asked are asked, new ideas are encouraged, challenges are welcomed and decisions are made in an action oriented, inclusive process and environment.

Recent Board Activity and Goals: The Board continues to provide great support to Executive Management and the Agency while adjusting to the many challenges due to Covid-19. Meetings and Committees have been virtual and future goals include a stronger emphasis on and increased participation in fund raising efforts. The strategic planning and by-laws ad hoc committees will be reactivated for updates and to reflect industry changes.

Current Skills or Attributes Desired: We seek members who can provide guidance and support for Executive Management and Agency goals and who can bring needed skills and community perspectives to our Mission, Vision and Values. Currently we are seeking new members who have either expertise and/or interest in grant writing, fund raising, marketing and professionals from the business and behavioral health industries.

Board Requirements: Members should be 18 years + and live and/or work in Chester County. Required attendance either virtually or in-person and access by e-mail or phone when needed is required. We ask that financial support be provided according to their means at fund raising events. Members are asked to be consistent in their attendance at meetings for at least 80% of the scheduled meetings.

Board Meeting Schedule: The HSI Board is scheduled to meet monthly 10 times throughout the year. Currently there are no meetings held in December or July. The meetings are generally held either virtually or in-person on the 4th Monday of the month with some flexibility as needed by the members. The meetings begin at 4:30 PM usually at the Corporate Office located in the Thorndale site and they may also be scheduled on a rotating basis at our various locations when appropriate. Meeting Agenda's, prior meeting Minutes and the President/CEO's Report are distributed before each meeting so the Members have time to review them for any questions, comments or suggestions they may have.

Committee, Projects, Volunteer Opportunities: We are seeking Corporate sponsorship, private donations and articles for silent auctions for our fund raising events. We are hoping to have an event in September if COVID numbers continue to decline. We also provide numerous opportunities for student interns from several local universities.

Kennett Area Community Service

136 West Cedar Street | Kennett Square
www.kacsonline.net

Leah M. Reynolds | leah@kacsonline.net



Currently on Board: 12
Ideal Number: 15

Mission and Services: KACS is the premier agency in southern Chester County that provides essential life-sustaining services. We work with Chester County and the Chester County Partnership to End Homelessness, to address homelessness and housing issues that create crisis in households. We provide emergency assistance, crisis services and food. The Kennett Food Cupboard has been serving this community for over 67 years. KACS also facilitates programs based on the Bridges Out of Poverty model with trainings, Getting Ahead workshops and Staying Ahead sessions to help provide the tools necessary to end poverty. Everything we do is at no charge. We turn no one away that needs food.

Board Structure: Working Board, Executive Committee is made of the officers of the Board and acts as the Governing committee. There are several other board committees: IT, Finance, New Building Project, Strategic Planning, Food Cupboard, Program and Volunteer.

Board Culture: Most Board members come to the Board after serving on a committee. The meetings are structured, have an agenda and held the last Wednesday of each month via Zoom. There is a collegial spirit and compassionate energy among Board members to help those in the community that come to KACS. We operate with an inverted organizational chart to reflect the culture that the leadership supports the team providing one on one support to participants.

Recent Board Activity and Goals: The KACS Board has been very busy with the donation of land that was recently made and will begin a capital building project soon. The Board is also currently updating the strategic plan and evaluating infrastructure to help ensure that there is always a transition plan.

Current Skills or Attributes Desired: KACS Board wants to reflect all sectors of southern Chester County relative to the three school districts we serve, as well as the cultural diversity we see in our participants, along with specific skill sets in legal, accounting, fundraising, program evaluation and social work that we currently lack.

Board Requirements: Current demographics requirements are people who live or work in the Kennett Square area, attendance at each monthly board meeting (held on zoom) and the expectation that we have 100% giving from the Board at any level.

Board Meeting Schedule: The meetings are structured, have an agenda and held the last Wednesday of each month via Zoom.

LCH Health and Community Services

731 W Cypress Street | Kennett Square
www.lchcommunityhealth.org

Ronan Gannon | rgannon@lchservices.org



Currently on Board: 15
Ideal Number: 17 including  graduates

Mission and Services: Our mission is to change lives by serving southern Chester County as the leading provider of integrated health and community services. Our target population is low-income residents of southern Chester County, especially those who are uninsured (about 60% of our patient population) or underinsured (most of the remaining patients, covered by Medicaid, Medicare or CHIP). About 90% of our patients are Latino. Our services are provided by a mostly bilingual, bi-cultural team to serve both our traditional population of low-income, immigrant farmworkers and a growing population of underinsured non-Latino patients.

Board Structure: Our Board's officers are: Chair, Vice chair, Treasurer and Secretary. Each chair of every Committee is a member of the board. Our committees are: Human Resources, Mission Advancement, Healthcare Quality, Governance, Finance, Executive and Risk Management.

Board Culture: Our Board culture is exclusively professional; where every member has the freedom to give their opinion and it will be respected even if others don't agree. Which can totally happen sometimes. Also, the chair is always engaging a fluid communication between board members and makes sure that the agenda is followed and time is always respected.

Recent Board Activity and Goals: The board has been involved in the strategic planning process, that is scheduled to be implemented in March 2022. Additionally, the board revises and approves standing or newly created policies, relevant documents, fiscal year budget, etc.

Current Skills or Attributes Desired: LCH is seeking board members with Human Resources, Governance, Migrant or Farm worker, IT, Facilities/Operations, Equity, Diversity and Inclusion areas of expertise.

Board Requirements: **General Expectations:** Know the organization's mission, purpose, goal, policies, programs, services, strengths and needs. Serve in leadership positions and undertake special assignments willingly and enthusiastically. **Meetings:** Prepare for and conscientiously participate in board and committee meetings, including appropriate organizational activities when possible. **Fiduciary Responsibility:** Faithfully read and understand the organization's financial statements and otherwise help the board fulfill its fiduciary responsibility. **Fundraising:** Remember, giving one's time and expertise, as important as they are, are not substitutes for providing financial support according to one's capacity. Participation in the annual appeal is expected to be 100% at an amount appropriate to the board members resources. Assist the development committee and staff by helping to identify potential givers and implement fundraising strategies through personal influence where you have it (corporations, individuals, foundations). **Ambassadorial Service:** Serve LCH responsibly and diligently by telling the organization's story and presenting its accomplishments as well as its needs and current challenges. You are LCH's logo. Represent your community to LCH; bring back concerns, ideas, suggestions, compliments etc. when you believe they have merit.

Board Meeting Schedule: Board meeting occurs the last Thursday of every month from 5:30pm to 7:00pm

Committee, Projects, Volunteer Opportunities: Volunteer opportunities at LCH could vary. For example, outreach events, citizenship classes tutoring, administrative and/or medical staff for wellness checks at mushroom farms, annual fundraising event planning and preparation.

North Star of Chester County

330 West Market Street | West Chester
www.northstarofcc.org

Donald Neimetz | don@northstarofcc.org



Currently on Board: 10
Ideal Number: 12

Mission and Services: Guiding single working parents with dependent children in Chester County toward stability and financial independence, providing case management services, rental assistance, and related support.

Board Structure: Governing board on which officers form the Executive/Governance committee, and members and officers comprise Program, Finance, Fundraising/Development, Volunteer Committees.

Board Culture: North Star's board has evolved from a hands-on operating board to a governing board, informed by committee work,yet we still hold as very important that board members feel a genuine commitment to the mission, and truly want to share time and resources. Referrals for new members from community relationships are interviewed to assess interest and ability to commit. Informal self-assessments and education during planning sessions are occasionally provided.

Recent Board Activity and Goals: This COVID-19 year has been challenging, though we were able to ensure our families stayed in their homes, faced no evictions, and were supported. Highlights of 2020 included a new executive director in 2020, and a new donor database system.

Board Requirements: True interest in the mission is first and foremost; "community connections" are always desirable. We would value board member(s) with knowledge of and relationships in other parts of Chester County where we are less well represented (southern Chester County, Phoenixville, etc.).

We look for board members for whom we are their only charitable board. Financial contribution expected at any level they choose.

Board Meeting Schedule: Monthly, usually third Monday evening, sometimes omitting mid-summer; committee meetings vary from monthly (program) to quarterly, semi-annual fundraising events.

Committee, Projects, Volunteer Opportunities: Involvement in committee for fundraising events is welcomed and encouraged as a way to get to know North Star. Other volunteer opportunities as well.

Octorara Area Food Cupboard

714 Main Street | Parkesburg
www.octfood.com

Judy Dougherty | oafc424@gmail.com



Currently on Board: 7
Ideal Number: 12

Mission and Services: The sole mission of the Octorara Area Food Cupboard is to provide food support for qualifying individuals and families in the greater Octorara area.

Board Structure: Governing board with officers but need committees.

Board Culture: Passionate but fairly informal.

Recent Board Activity and Goals: The Board has been exclusively focused for the last two years on maintaining operations and food provision to those who need it during the pandemic.

Current Skills or Attributes Desired: We welcome anyone who is passionate about helping to alleviate food insecurity for the most vulnerable in our community. Specific skills that would be helpful are fundraising, finances and logistics for an upcoming capital campaign focused on obtaining a new location.

Board Requirements: Attend the Board meetings once per month. There is no established financial commitment.

Board Meeting Schedule: The third Thursday of each month.

Orion Communities

237 Bridge Street | Phoenixville
www.orioncommunities.org

Kris Keller | KKeller@OrionHope.org



Currently on Board: 11
Ideal Number: 14

Mission and Services: Orion offers hope for individuals and families experiencing hardship due to poverty, disability, or illness by building bridges that lead to self-reliance. Orion believes that every person deserves shelter, food, clothing, transportation and access to healthcare. Orion listens at the street level and responds to the unmet needs of our most vulnerable neighbors with creativity, compassion and collaboration.

Board Structure: Orion has a governing board structure with elected officers as well as several committees chaired by board members with a mixture of board and non-board members. Our board meetings are structured with a consensus agenda and rules to facilitate discussion and voting are followed.

Board Culture: Decision making is collaborative and every board member is encouraged to participate in the discussions and the decision making process. The atmosphere at board meetings is friendly and relaxed even when conducted virtually. Collectively, we celebrate events in the life of Orion as well as personal celebrations. Orion encourages Board members to attend educational opportunities designed for board members sponsored by the Chester County Community Foundation as well as the Bridges out of Poverty leadership workshops.

- Recent Board Activity and Goals:** Goals for the future:
- Initiate review and update of bylaws. Increase maximum Board member from 12 to 15.
 - Prepare a new strategic plan that integrates DEI into all aspects of the organization.
 - Incorporate findings of Orion's' recent Compass Award for Strategic Fundraising to increase organizational sustainability.
 - Expand Bridges Out of Poverty implementation including offering Getting Ahead in a Just Gettin' By World.
 - Partner with funders to grow Orion's hotel program to assist families moving from homelessness to permanent housing.
 - Celebrate Orion's 45 years and raise awareness of the need to continue to support Orion for the next 45 years.

Current Skills or Attributes Desired: Orion is looking for board members who bring certain expertise in finance, business, management, fundraising, marketing and social services as well as lived or work experience similar to our clients, i.e., poverty, illness or disability. We seek to have a diversified board in terms of race, gender, differently abled persons and skills and abilities. However, a most important requirement for board members is an expressed enthusiasm and dedication to the mission and programs of Orion.

Board Requirements: Orion strives to have a diverse Board in experience and demographics. Board members are expected to attend all 6 Board meetings each year and cannot miss more than three and remain in good standing. Within 6 months of joining the Board, members are expected to join a Board committee. It is requested that members make an annual donation to the organization that is significant to them.

Board Meeting Schedule: Board meets every other month on the third Wednesday at 6 pm

Committee, Projects, Volunteer Opportunities: Orion has over 100 volunteers! In addition to Board committees, there are event committees, special projects such as 45th anniversary planning, and other tasks supporting operations including events, answering phones in the office, making deliveries, marketing, and more.

Safe Harbor of Chester County

20 N. Matlack Street | West Chester
www.safeharborofcc.org

Judy Jeffords-Homitz | judy@safeharborofcc.org



Currently on Board: 8
Ideal Number: 12

Mission and Services: Our Mission: Safe Harbor is a non-profit charitable organization whose mission is to provide housing, food, and access to support services in a structured environment for homeless single men and homeless single women in Chester County. Safe Harbor is a low-barrier homeless shelter that serves single homeless men and single homeless women. Residents can typically stay at Safe Harbor for 120 days and are provided a bed, locker, showers, meals, basic hygiene amenities, and support services at no cost to them. We also provide a Community Lunch and ""Pop-Up"" pantry for the food insecure in our area for 6 days a week.

Board Structure: Our Governing Board of Directors includes general members with an Executive Committee consisting of a Board Chairperson, Vice-Chairperson, Treasurer, and Secretary. We have a few committees including Governance, Financial & Development.

Board Culture: The meetings are structured and professional without being too formal. An agenda is prepared before every meeting and thorough notes are captured at the meeting then distributed to the members afterward. Mostly the meeting atmosphere is open and inviting for discussion and new ideas. Votes are taken when necessary and recorded in the meeting notes.

Recent Board Activity and Goals: Over the past year, the Board of Directors has been navigating the effects of COVID-19 upon the mission and making the appropriate advisements to secure the future beyond the pandemic. The Board of Directors has also researched, interviewed, and hired a consultant to help develop and create a short and long-term strategic plan. Currently, the Governance Committee, Executive Board, and CEO are working with the consultant to create the strategic plan. This plan, should be in place and executed in the fall of 2022.

Current Skills or Attributes Desired: The biggest benefit to Safe Harbor is to have Board members who are passionate about the mission. Understanding the operational differences between a non-profit and a for-profit organization is a benefit. Currently, Safe Harbor would like to attract professionals from the marketing and maintenance professions. Safe Harbor is hoping to attract members who will commit to the strategic plan, supporting the overall big picture of the mission with few diversionary personal projects.

Board Requirements: Board Members must be residents of Chester County, PA. Every member is expected to contribute financially however there is no base amount required. Every Board member is also expected to participate on one committee and attend fundraising events. They should contribute time as a volunteer at the shelter or fundraising events. Board members are encouraged to find new donors and new Board members. Board terms are three years and can be renewed for an additional three years if the member would like to continue. Election to the Executive committee will allow a member to stay an additional year of service if they choose to remain.

Board Meeting Schedule: There are a total of eight meetings a year. They are held on the third Monday of the month at 6:30 and end promptly at 8 PM. There is no meeting in December, February, July, or August.

Committee, Projects, Volunteer Opportunities: There is a planning committee that is a sub-committee of the Development Committee. This committee is responsible for planning the big fundraisers of the year which are currently "Cornhole & Concert for Charity" in the Spring and "Golftoberfest" in the fall. There are smaller events throughout the year that members can help plan as well.

Surrey Services for Seniors

60 Surrey Way | Devon
surreyservices.org

Jill Whitcomb | jwhitcomb@surreyservices.org



Currently on Board: 24
Ideal Number: 21

Mission and Services: Surrey inspires and enables all of us, as we age, to live with independence and dignity, and as engaged members of the community.

Vision Statement: Surrey will create the leading dynamic community for aging adults, by developing groundbreaking programs, services, and activities that encourage and support them to live well longer. Services/Programs include: Health and Wellness, Lifelong Learning, Arts & Cultural programs, Veterans Group meetings, book clubs, grief support groups, Bridge and Pinochle classes, Life After Loss, Transportation Services, In-home services (personal companions, Personal Financial Management Services, house cleaners, RN Care Managers, Medical Procedure Transportation, Information and Referral, friendly phone calls.

Board Structure: Governing Board. Total includes 3 Board Officers (Board Chair, 1st Vice Chair, 2nd Vice Chair). Committees: Executive Committee, Human Resources, Strategic Innovation, Development, Marketing, Services, Engagement (Volunteers & Members), Finance, Compliance/Risk Management, Audit, Investment.

Board Culture: The Surrey Board is highly engaged with much passion about our mission. Many former Board Chairs remain active with the organization. Pre-Covid, the general atmosphere at in-person meetings, followed a pre-determined agenda, and were very collegial. It is likely that at some point when in-person meetings begin again, there will still be a virtual option. Most work is done at the committee level with decision-making brought before the full board. We encourage board members to come to our building in Devon for a hot lunch prepared by our on premises chef) and to meet members, staff, and volunteers.

Recent Board Activity and Goals: The Board has instituted monthly Lunch and Learn educational programs for Board members. The Board's focus is on strategic decision-making, development (there is an ongoing 5-year campaign), financials, and growth of Surrey's Home Care operation. Surrey is launching two initiatives: a Surrey Academy to train caregivers and The Beilenson Institute to focus on innovative programming for older adults.

Current Skills or Attributes Desired: Currently, we are seeking individuals with the following expertise/knowledge: Human Resources, Finance, Technology (for example, understanding of Managed IT Services, videoconferencing, VoIP Service providers to be able to provide contacts or insights to future decisions related to technology) among them. We would also like to include on our board representation from a public service/governmental organization. Aging expertise is always welcome though not a prerequisite on our Board. Strong community networks are also desirable.

Board Requirements: Attend at least 5 board meetings annually. Donate to Surrey at a personally significant level. Participate on minimally one Committee.

Board Meeting Schedule: Most meetings occur at 7:30-8:30 or 9AM. Board meetings occur on the 4th Friday of the following months (September, November, January, March, May and June). Committee meetings are scheduled in advance and typically follow a regular pattern depending upon their meeting frequency.

Committee, Projects, Volunteer Opportunities: Nearly all Board Committees have space for non-Board member participants and are a primary pipeline toward Board participation. We are holding a Golf Tournament fundraiser in late June. Some of Board members started as or continue to be Volunteer Drivers providing rides to seniors, others have done grocery shopping for an older adult. We have a very strong commitment to our volunteer programs and use volunteers across many parts of our organization.

Valley Forge Educational Services (VFES)

1777 North Valley Road | Malvern
www.vfes.net

Grace A. Fornicola | grfornicola@vfes.net

Currently on Board: 10
Ideal Number: 18

Mission and Services: VFES offers a continuum of educational, recreational and employment-based services for individuals with disabilities. Services include PA Department of Education licensed approved private school, The Vanguard School, serving autistic, intellectually disabled and emotional disturbed students, ages 5 - 21. Adult and Recreation Services offers educational and recreational programming for young people, 7-21 years of age, with special needs and learning challenges. Adult and Recreation Services' programs vary in purpose, format and length and build on participants' interests to help them succeed, learn and grow. Additionally, Customized Workforce Solutions CWS provides employment-related services to adults with disabilities. We focus on person-centered support and training to help job seekers attain their employment goals. Our process helps adults define their goals, understand their skills and discover their vocational interests and work preferences.

Board Structure: VFES Board of Directors is a governing board overseeing the operations of VFES. The Board consists of 4 officers and functions with several committees; Executive, Finance/Audit, Trustee, and Campaign Planning. Ad hoc committees are seated at the pleasure of the Board.

Board Culture: The Board conducts governing responsibilities with a keen awareness of operations. The Board is sensitive to the role of governing and is respectful of management's responsibilities and oversight. The Board understands its' fiduciary responsibility to ensure sound financial standing, ethical and moral leadership, and its' ultimate responsibility of ensuring the operation of the organization is sound and sustainable.

Recent Board Activity and Goals: The Board has been focused on supporting management through the many trials and tribulations of the pandemic. The Board is involved in everything from fund-raising to new board recruitment. The meetings have been virtual over the last year and a half and we look forward to bringing the board together in-person to hold our March 2022 meeting.

Current Skills or Attributes Desired: While we welcome any interested candidate who is willing to invest in our Mission, we would benefit from individuals who have/had a background in special education, in-school clinical services, program development and nonprofit leadership.

Board Requirements: We focus recruitment within a reasonable driving distance from our campus. We expect Board members to attend all meetings, whether virtual or in-person. Each board member is expected to personally contribute a minimum of \$1000. If the board member is unable to personally write a check for that amount, they are asked to solicit/network with friends and family to secure a \$1000 donation.

Board Meeting Schedule: VFES holds 7 Board meetings per academic year (Sept. - June). Three meetings are typically during the day (noon-ish) and the remaining four are typically held in the early evening (5:30pm start time) either virtually or in-person on campus. Committee meetings are held anywhere from monthly to quarterly. The chair of the committee is a Board member who sets the calendar. The estimated amount of time each board member will spend on VFES activities (prep for meetings, participation, etc.) is 7 - 10 hours/month.



Volunteer English Program in Chester County

790 E. Market St, Suite 215 | West Chester
volunteerenglish.org

Terri Potrak | terri.potrako@volunteerenglish.org

Currently on Board: 6
Ideal Number: 12 including  graduates

Mission and Services: The Volunteer English Program connects volunteers with adult English language learners to provide one-to-one tutoring and cultural enrichment that empowers immigrants to be successful.

Board Structure: The Board Structure has consistently been one that combines Governance with activism. Currently, the structure includes the following officers: President, 1st Vice President, 2nd Vice President, Secretary, and Treasurer.

Committees: Board Development and Governance, Finance, Executive, Human Resources, PR/Media, Technology (IT), and Fundraising/Development.

Emeritus Board Member: Three past presidents serve as emeritus board members who actively support technology initiatives, fund raising, and board leadership development.

Advisory Council: The Advisory Council consists of 10-12 community partners and experts who provide advice and support for the board, and serve as a community champion of VEP. The Advisory Council has no governing function or voting rights within the organization and therefore, while invited to observe, does not regularly participate in VEP Board meetings.

Board Culture: The VEP Board of Directors is a small, but highly engaged asset for the organization. The members participate actively at committee levels in order to support decision making by the board on a monthly, or as needed, basis. Meetings are structured and informed through the use of a Consent Agenda process which promotes advanced review of topical materials and efficient use of Board meeting time. Meeting agendas are prepared and available in advance, with minutes (recorded on Zoom during Covid) and released within a week's time on average. The atmosphere at meetings is professional, collegial, and good humored.

Recent Board Activity and Goals: The Board of Directors has dedicated time to strengthening governance aspects, which included updating Bylaws, the Board Handbook, Committee Charters, and procedures for Guiding / Mentoring new members. The Board has also been active in supporting strategic and operational focus areas such as Human Resources, Program Capacity Building, and Community Engagement. In the year ahead, the Board will prepare for executive succession and rebuilding the capacity of the board.

Current Skills or Attributes Desired: In regard to expertise, the following areas of academic, professional, and/or personal experience are highly sought: education, inter-cultural studies, law, finance, fund raising, human resources, organizational leadership, business ownership, community familiarity and participation, and volunteerism. In the year ahead, VEP is looking to increase the number of board members, and specifically, with individuals who have non-profit board experience.

Board Requirements: VEP seeks board members who represent the diverse communities served by VEP in Chester County. That includes adults, 18 years and above. They are men, women, and non-gender specific individuals who may speak languages in addition to English and be new American residents. Members must fully understand the scope of our mission and bring a high degree of commitment to fulfilling the ideals set forth in the mission, vision, and guiding principles of the organization. Members are encouraged to participate, within their means, in the annual board fundraising initiative. Members are expected to participate in monthly board meetings and in regular committee meetings or activities as assigned.

Board Meeting Schedule: Fourth Tuesday of every month except December. Meetings begin at 4:00 p.m. and average 90 minutes in length.

Committee, Projects, Volunteer Opportunities: 100% of VEP's Adult English language instruction is conducted by community-based volunteers. Program workshops, Program Summit, Fundraising &, Special events, and administrative functions are also available to non-Board volunteers.



West Chester Area Senior Center

530 E. Union Street | West Chester
www.wcseniors.org

Kathy Sullivan | kathys@wcseniors.org



Currently on Board: 18
Ideal Number: 20 including  graduates

Mission and Services: Enriching the lives of our senior neighbors through friendship, activities, education, and nourishment. Our West Chester Area Senior Center (WCASC) typically serves 3,500 seniors annually in our (non-medical/non-residential) senior community center providing a robust meal program, a new permanent food distribution center, exercise and wellness programs, community resource referrals, and a wide variety of educational, recreational, and social programming. WCASC also operates 2 community book stores. Volunteer opportunities are available at both the Center and the 2 book stores.

Board Structure: Board currently has President, Vice President, Treasurer, and Secretary as Officers. Committees include: Executive, Finance, Board Development, "Night at the Races"/Major Special Event, Financial Development, and other Ad Hoc Committees as needs are determined.

Board Culture: Formal structure and policies and terms are very much in place and the Board is very collegial and participates regularly with members of the staff in special activities, fundraisers, etc. We always have our eyes set on growth and "the next great thing" but the coming 1-2 years will be a re-building process after having been forced closed for 2 years due to COVID. We look at ourselves as beginning with a re-fire of the most needed programs prior to our closing (meal programs, exercise, etc.) while also simultaneously beginning to introduce new ideas and programs with both former and new partners to give us a fresh approach moving ahead to best serve returning and new members.

Recent Board Activity and Goals: Our whole WCASC organization and operation has been entirely re-invented during the last 2 years while we were closed to "normal" operations due to COVID. Our "community center" was closed but we transitioned very quickly (3 days after closing!) to being a very active and robust food distribution center. Our organization previously (i.e. pre-COVID) served approximately 30,000 meals onsite annually and we have now distributed close to 250,000 meals during this COVID period. Because of the great level of need we saw emerge, we also made a significant change to our facility and just last fall fully renovated a former 400 sq.ft. classroom into a new permanent "Corner Cabinet" food distribution center. We've conducted a weekly food drive through/delivery program serving 700+ seniors weekly during this time and now the seniors will be able to "in-house shop" for (free). The Board has been involved with the planning and fundraising for the project and they've additionally been very involved in the weekly distribution program. As we now transition back to our "normal" operations, the Board will work alongside us to again bring the Senior Center to life and to help us emerge successfully with our eyes on rebuilding, restoring, and re-inventing!

Current Skills or Attributes Desired: Board members are asked to be active in Center business and events and to be philanthropic with our annual campaign and fundraising efforts, should have local relationships and knowledge about our community, should attend monthly Board meetings (or call in when necessary), and should actively seek to serve on at least one committee throughout the year. Board members with community connections, skills and experience in fundraising, planned giving, law, facilities, marketing and communications, strategic planning, the medical field, special events and logistics, and community collaborations are sought.

Board Requirements: Board members typically live in and/or work in Chester County, attend Board meetings and select committee meetings regularly, contribute to the WCASC annual campaign, and participate in key Center activities (i.e. annual events/fundraisers, etc.).

Board Meeting Schedule: Board meetings are the 3rd Thursday monthly (except July) at 7:30 AM at the Center. Meetings typically last one hour. Committees meet as determined necessary/reasonable and at a day/time agreed upon by the group annually.

Committee, Projects, Volunteer Opportunities: Volunteers are always sought for year-round help with the Center and our 2 local Book Stores. Roles vary greatly in skills and time commitments and some of them include kitchen/meal service, fundraising, book store sorting/selling/cashiers, program/special event assistance, speakers, front desk and admin office assistance, etc.

West Chester Dance Works

315 Westtown Rd, Suite 9 | West Chester
www.westchesterdanceworks.org

Diane Matthews | director@wcdw.org



Currently on Board: 6
Ideal Number: 8

Mission and Services: West Chester Dance Works (WCDW) provides opportunities for the discovery and development of intergenerational dancers and the pursuit of excellence while giving back to reach, teach, and enrich the artistic experience of our community. We specifically fulfill our mission through the training of dancers from ages 9 through adult in the performing groups of West Chester Dance Works; the Junior Performers, DM Dance Machine, Anointed Dance/Anointed Too and the Signature/Training/Company. Our dancers are trained in excellence to take dance out of the studio and bring it to people where they are; in residential care facilities, community festivals and fairs, schools, colleges and universities.

Board Structure: Our board of directors act as a governing body for our organization. We currently have a president, vice president, and treasurer, and acting secretary as officers. We currently do not have any committees but plan to establish more activity in the areas of fundraising for a capital campaign and public relations.

Board Culture: We are an informal board in that we are friendly, have gotten to know one another, and care about the work of the organization. We are structured in that we bring relevant reports and agenda to our monthly meetings and stay on task with getting the business at hand accomplished. While we are a friendly board, the mission is important enough for us to ask tough questions and work hard to find the best solutions to challenges.

Recent Board Activity and Goals: The board over the last year has created the annual budget, overseen the company activity, monitored the financial activity and supported the activity by attending functions. We are planning to reorganize the company expanding the vision to include a separate education division. A capital campaign is also being planned to manage repairs on an aging facility.

Current Skills or Attributes Desired: We currently are looking for those who would be passionate about our mission. Suggested skills/ideas/experience in fundraising, public relations and ability to represent us well when reaching out to others through networking.

Board Requirements: There is not a requirement in demographics; our board currently has diversity including age, sex and national origin. Meetings are held monthly through Zoom at this time. There is a \$340 board directors donation requested.

Board Meeting Schedule: Board meetings are usually held the 2nd Saturday of each month; 2:15pm and mornings during summer months.

Committee, Projects, Volunteer Opportunities: Event assistance- Annual spring concert and auction, season kickoff (fall). Committees- Facility planning, capital campaign