Scope of Work Instructions

The *Scope of Work* is a narrative description of the proposed project that will be used to score your project. Your *Scope of Work* should be clear, thorough and persuasive. Your description must address four main scoring areas: (1) identified need; (2) improved quality and/or participation; (3) cost effectiveness and sustainability; and (4) intended outcomes and measures of success. Each scoring area is described below.

Overall, a high-scoring *Scope of Work* should:

- Describe a project that directly and primarily benefits participants at the applicant and collaborating senior center(s);
- Demonstrate due-diligence in planning the project;
- Be clear, concise and cohesive;
- Address each question thoroughly and completely;
- Describe a workable solution to an identified need or problem;
- Provide persuasive and sufficient evidence, support and argument;
- Describe a reasonable approach and attainable outcomes; and
- Consider realistic costs.

Enter your narrative in the text boxes below provided for each section of the *Scope of Work*. The boxes will expand to accommodate your narrative. **NOTE**: You may complete your narrative sections in another document and cut/paste the text into the appropriate text box.

Scope of Work **must** be submitted on this form in the original format. Do not send any other format.

Senior Center Grant Program Contact Information

If you have questions about any part of the application process, please email the senior center grants resource account at SCCgrants@pa.gov, or call 717-772-2551 and speak to Robert J. Cherry, Senior Center Grant Program Administrator.

Scope of Work

Please complete each of the following sections. The text boxes on this form will expand automatically to accommodate your narrative. On the last page, review the additional submission requirements that may pertain to your project and complete and submit as necessary.

Lead Senior Center

Enter the name of the senior center that will act as the lead center of the project in the text box below. The lead center will be the primary liaison to PDA for grant-related purposes. The lead center is responsible to coordinate the grant project as necessary between all collaborating centers, ensure compliance with the terms of the grant agreement and data collection and reporting requirements, and certify all grant-related charges and expenses.

_____ Community Center

Collaborating Centers

If you will be collaborating with other centers on your project, list the following in the text box below for each collaborating center: name of center; physical address of center; primary contact first and last name; primary contact direct phone number and email address.

None

Project Description

Provide a detailed description of the overall project and any major components of the project. This section will be used to understand the project and any major constituent pieces of the project at a glance.

The Project Description will become part of your grant agreement and, if selected for an award, cannot be changed or modified without prior written approval from PDA.

Strategic Planning for Future Growth

The _____ Senior Community Center (SCC), located in _____, desires to develop a strategic plan for long-term, sustainable growth. In a town with a population of _____, with __% of the population is over the age of 60, SCC significant opportunity for growth. The problem is that SCC is out of space to grow and needs a strategic plan to determine if the current facility has the capacity for future growth or if a new facility is the best option. The Strategic Planning for Future Growth proposal will engage the professional services of a consultant to guide SCC through strategic planning, organizational development, program/activity development, the creation of community partnerships, marketing & publicity, and the completion of a proposal for a future grant for facility improvements. This multi-step process begins with an organizational assessment, community needs survey, and membership survey to determine the needs within SCC and in the greater community. The Strategic Planning program will ask the right questions about how to grow and will determine the best option for future growth. Utilizing the support of community organizations like the Veterans of Foreign Wars, Chamber of Commerce, Salvation Army, American Legion, Rotary and Lions Club, all within _____ *(I look up your available resources before writing the grant)*, will also be part of the Strategic Planning process. The completion of the Strategic Plan will result in increased and improved activities, greater membership participation, and membership growth, all with measurable results.

Identified Need (35 points)

Describe how the need for the project was determined, how the need directly impacts the participants at the specific senior center(s) or within the associated community, how a solution was developed and who the major stakeholders were in the decision-making process.

Consider the following questions when constructing your response:

- What problem or deficiency does the project hope to remedy?
- When and how was this problem revealed?
- How was the need for the project determined? How did you determine that the project was a priority to pursue?
- How did you arrive at a solution?
- Who was involved in the decision-making process?

<u>What problem or deficiency does the project hope to remedy?</u> The _____ Senior Community Center serves the needs of seniors in _____, PA. [The center is out of space for more activities and some activities that share space are on an every-other-week schedule, while other activities just cannot begin without new space. The deficiency is either a lack of activity space or a need to repurpose existing activity space for more multiuse functionality.] OR [The SCC lacks the organizational capacity to (1) significantly increase the number of activities it offers, (2) increase membership participation, and (3) increase membership growth. This project will provide the capacity building and strategic planning necessary to act as a foundation for growth, then provide training in program & partnership development to increase member participation, and finally market to younger members within the community to increase growth.]

<u>When and how was this problem revealed?</u> Members have complained to the board and to the executive director about running out of space and time for their activities or wanting something new to do. New ideas for activities are often put on the shelf because the center is simply out of space to host them or die quickly because they are not properly introduced and never gain traction. **[We either go with the 'out of space' problem or the 'there's nothing to do' problem.]**

OR

When and how was this problem revealed? Membership has been stagnant, the SCC not able to grow with new members, and the members have not had the capacity to increase programs and activities to attract new members. SCC could use younger members to help grow new programs but cannot attract younger members without new programs. The same 20-30 people **(numbers here can change)** have been attending every week, and SCC needs to attract new members and give current members new activities.

How was the need for this project determined? The remedy for this problem of space is that SCC either remodel existing space to make it more multifunctional or move into a new facility. In either case, the board recognizes the need for a strategic plan to guide its decision-making process. A strategic plan will help determine if the center should stay by repurposing activity areas, or should move into a new space and, if so, help answer the questions about what that space should offer.

OR

How was the need for this project determined? These deficiencies have been identified in two ways. First, monthly reports given to our local AAA over the past two years demonstrate that senior member participation in our centers has been stagnant, overall membership declining, and the total number of activities offered have not been significantly updated in months or years. Second, an organizational survey comparing the center's operations with best practices in non-profit management indicate an overall lack of strategic planning and direction, expertise in program development, and other skills necessary for significant, sustainable growth. Lack of organizational capacity leads to organizational instability, which often leads to poor execution of the non-profit's mission, deteriorating equipment and facilities, and lack of growth. **[Each active living center needs to complete my organizational self-evaluation survey to determine areas of deficiency.]**

How did we arrive at a decision? The center manager and board members have wanted to make decisions about either remodeling or moving, and began discussing the need for a strategic planning in _____ but did not know where to start. This grant application seeks to fund a strategic planning process that will answer the question "love it or leave it?" If the center chooses to stay, it will need help with increasing the capacity of the center, improving its programs and activities, and increasing membership participation and new member growth with measurable results. If the

determination is made that the center is fully maxed-out and can only grow by moving, the strategic plan will help the center determine what it needs in a new facility, and will also answer the questions about how to create new programs and activities, and how to use the new center to attract new members. Planning a year in advance will also determine what facility improvements could help the center stay in place, or what improvements will be needed for a new facility. This proposal also seeks funding to complete a grant next year that follows a greater strategic plan and is in line with the organization's desire to improve the quality and quantity of its programs and services.

OR

How did we arrive at a decision? The manager and board from SCC have completed an organizational self-evaluation survey[i] to establish the appropriateness for inclusion in this project. The organizational survey used is a simplified version of the McKinsey-Capacity Assessment Grid[ii], a 42-page survey developed by Venture Philanthropy Partners, but one that is more accessible for active living center board members (two pages long). The evaluation survey includes questions about best practices in non-profit management, including mission, vision, strategy, program development, program evaluation, partnership development, ability to measure results-oriented goals, fundraising, marketing and publicity, board responsibilities, and use of technology. A sample question from the organizational assessment survey:

> Strategy: (Please check all that apply.)
>
>> We have not had a new strategic planning process during the past three years
>> New programs and improvements are largely unrelated or scattered initiatives.
>> Strategic plan is not frequently used to plan new programs or improvements.
>> Strategic plan is linked to mission and vision, but not fully put into action.
>> Strategy is mostly known, and day-to-day activities are partly driven by it.
>> Organization has a clear medium- and long-term strategy that directs day-to-day activities.

An analysis of SCC's evaluation survey indicated significant deficiencies in the use of best practices for strategic planning, program and partnership development, marketing, and revenue diversification. Based on these deficiencies, the active living center were found to lack the necessary capacity to develop cohesive strategic plans for organizational development.

<u>What is involved in the solution?</u> A consultant will help SCC develop Asset Based Community Development (ABCD) strategies to utilize the resources available within their communities and maximize these resources for the benefit of each center and their senior members. ABCD techniques are based on the premise that senior centers cannot be experts in all things but can partner with community leaders who have the talent and shared resources to provide programs to the community. A brief analysis of _____, PA indicates that potential community partners include the Salvation Army, American Legion, Lions Club, and many more. The consultant will both represent the center in building community partnerships and will train teams from the center's board of directors to sustain program and partnerships after the completion of the one-year grant period.

<u>Who was involved in the decision-making process?</u> The board of directors and executive director discussed the need of a strategic plan before narrowing their search on a consultant who specializes in helping senior community centers with strategic planning and organizational development. The consultant the center hopes to hire is with the National Non-Profit Resource Center (NNPRC). NNPRC has experience working with rural organizations in five states and experience working with senior community centers across the state of Pennsylvania. NNPRC has taken on this project at no risk or initial cost to SCC. It is part of NNPRC's mission to help organizations that do not have the capacity to raise money and do not have the money to build capacity. If this application is denied, there is no cost to SCC. NNPRC has already demonstrated proof of concept with providing strategic planning services and program and partnership development for other centers with measurable results. This grant application was conceived by the executive director and board of directors of SCC along with help from NNPRC and is fully embraced by the staff and board at SCC.

Improved Quality and/or Increased Participation (Qualitative and Quantitative Improvements) (35 points)

Describe the anticipated impact the project will have on either the quality of the center, number of participants at the senior center, or both. You must address how the project will improve the senior center in at least one of these two ways:

- The effect the project will have on a specific or overall quality issue (i.e. perceived or actual quality issues) at the senior center. More generally, how will the project improve the quality of the center, for example, appearance, function, quality-of-enjoyment, program offerings, and service provision.

- Whether or not the project attempts to increase or stabilize the number of participants, frequency or duration of participation, or attract new, specifically identified participants. More generally, how will the project positively impact the number of participants at the center.

If you indicate that your project will improve both factors, be sure to thoroughly discuss both.

The primary benefits of the Strategic Planning project are quantitative in nature. The program includes board training, a strategic plan, organizational development, training and support for evaluating current activities and coaching to create new activities, community partnerships to support programs and activities, marketing and publicity, and the preparation of a proposal suitable for a future grant application, all in an effort to determine the best direction of SCC. These improvements come with specific goals with measurable results.

This grant project pays for the professional services of a consultant to guide SCC through a multi-step process to develop a strategic plan. The Strategic Planning project includes services provided on behalf of SCC as well as training/coaching of volunteer board members and center staff on how to maintain a high level of organizational development skills long past the end of the grant period. Training is not limited to board members only; it is encouraged that other leaders volunteer for committees to support the strategic plan.

Strategic Planning: A significant hurdle for many senior centers in applying for PDA funding is a lack of a cohesive strategic plan and due diligence. This grant application seeks funds to provide strategic planning services for SCC to build its organizational capacity and create a cohesive plan for greater operational efficiency and growth. The consultant will work with SCC's staff and board of directors to (1) review the mission and vision statements; (2) survey the members' needs; (3) asses community needs; (4) provide a SWOT analysis; (5) develop goals, strategies and objectives; (6) determine the most suitable location for future growth; and (7) draft an executive summary that

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summarizes the key points, goals and objectives. The Strategic Planning process will not need the entire year to complete and will provide guidance for other training opportunities on a monthly basis.

Program Evaluation: Program evaluation is important in determining the best use of space, strategies for converting single-use space into multiuse space, target audiences (such as younger seniors or men, who are underrepresented at SCC), and costs for each activity. If SCC is to stay in its present location, it will need to know how to evaluate existing programs and convert single-use space into multiuse space. Program evaluation is a tool the board can use in deciding what improvements to make to existing space, plus it will help follow the successes of other senior centers across the country with what programs and activities work well. The Strategic Planning project will train the program committee how to evaluate existing programs and activities and make changes for the improvement of existing programs. This committee will meet monthly with SCC's consultant to evaluate existing programs and develop new activities and programs.

Program Development: Program creation must align with SCC's mission statement and strategic plan, meet seniors' needs that align with the State Plan on Aging, and target specific underrepresented audiences. Program/activity development takes into consideration available space, community resources and available partners, and target audiences. For example, if the ratio of activities favoring women is 10-to-1 compared to activities favoring men, then the program committee can make a determination that more activities should be available to men, or would be less likely to cut an activity if the activity targets an underrepresented group of people. NNPRC has experience in developing almost 40 different programs and activities for senior centers, including internet cafes, memory cafes (in partnership with the Pennsylvania Alzheimer's Association), workforce development classes, intergenerational activities, health & fitness activities, and low-impact health activities for seniors with disabilities.

Partnership Development: Senior community centers are not experts in all things, but they can partner with community organizations who are to support or initiate programs and activities for the benefit of their members. Though partnerships have not yet been established with community organizations, the one partnership that has been forged is with the National Non-Profit Resource Center, with the promise that NNPRC will guide the center through the steps of developing partnerships with

organizations within SCC's community. Partnership development is about training senior centers on ABCD techniques for improving the quality and quantity of activities provided by each center. The concept behind ABCD is that within each community are assets that can work towards the benefit and support of community organizations like senior centers. Besides those mentioned already, other potential community partners include the _____, _____, and _____. A partnership with _____, for example, could result in classes on how to manage chronic illnesses, or a partnership with American Legion could result in more volunteers for program leadership. The partnership committee will meet monthly with SCC's consultant, and the consultant will also represent the senior center in making connections with potential community collaborators, all for the support of the center and its activities.

Marketing & Publicity: Once programs and activities have been improved with the support of organizational development and community partnerships, the improved activities can be marketed to a wider audience through the website, Facebook, word-of-mouth advertising and more. A branded marketing message will mean that the story of SCC can be easily repeated and shared from members to non-members. Marketing and publicity representation and training will be provided to help senior centers make the most of their website, social media presence, and low-cost marketing opportunities.

Grant Writing: Whether the future growth of SCC is with converting existing space into multiuse space or moving into a larger facility, it will need a plan for making facility upgrades in either case. Once a strong, cohesive strategic plan has been developed, with the input of the board and executive director, and after the facility needs have been identified, the Strategic Planning project will ensure that a proper grant proposal for facility improvements is submitted to the Department of Aging during the 2020-2021 grant cycle. The coaching process will help shape and develop a competitive grant project for future quality improvements.

Quantitative Improvements: The goal is to create a Strategic Plan to guide future growth for both existing members and from new members. Serving more seniors by providing diverse activities will meet one of the objectives from the State Plan on Aging, using SCC as a vital link to the distribution of aging services within _____, PA, promoting socialization, community engagement, and a positive

quality of life. An outline of the goals and measurable results are under "Intended Outcomes" below.

Cost Effectiveness and Sustainability (20 points)

Grant projects should be sustainable at the local level without relying on PDA funding for continuation. The grant funds should be used to get a project or program up and running, but the grantee should have a plan in place to continue to support the project or program into the future. Projects need to address cost effectiveness of the proposed project as compared to other alternatives.

Address the following questions in your response:

- What alternative means of funding have been explored or attempted, if any?
- How will the Grantee fund the project once PDA funding has expired? If this is a one-time project like replacing equipment or sponsoring a new program, please indicate that this is a one-time project.
- Will the project incur any ongoing costs for maintenance, upkeep, service fees, warranty renewals, etc.? How will these costs be borne?

NOTE: If the project is intended for improvements to a building that is leased by the Grantee from a third-party, you must explain how your lease provisions impact the proposed improvement; whether or not your lease agreement allows the proposed

improvements; whether or not the improvements proposed are the responsibility of the G   rantee or the landlord.

You must also provide a copy of your lease agreement **and** written assurance from the landlord guaranteeing to continue to rent to the Grantee for one (1) year for every $5,000 dollars in grant funds approved for building improvements or complete the *Application – Landlord Assurance Template*.

Strategic Planning: Typical costs for strategic planning using an outside consultant for non-profit organizations is $10,000 to $20,000 (sources: Tecker.com, SuccessfulNonProfits.com, ForbesFund.org). Understandably, working with senior centers and their boards of directors, who are usually retired seniors, is different than working with a typical non-profit organization. NNPRC understands the self-imposed limitations of working with seniors who do not have the desire or ability to work as a typical non-profit board. The reason for using NNPRC's organizational evaluation survey as opposed to a more traditional survey is that senior center boards balk at the idea of wading through a 42-page document to determine whether they are in line with best practices for non-profit management. The cost of Strategic Planning for this project is $1,250, which includes board development training, reviewing and revising SCC's mission and vision statements, conducting member surveys, interviewing board members and center members (what do they like, what do they want changed), directing a community needs assessment, and completing a SWOT analysis. This months long process includes six to ten coaching/training sessions with SCC and NNPRC.

Program and Partnership Development: The cost for Program and Partnership Development is $250 per month, and includes two monthly meetings with NNPRC, one for the Program Committee and one for the Partnership Committee. Additionally, the consultant will be working directly on behalf of SCC in contacting potential community partners about how they might contribute to the support of the community center, and how to make these connections in the future is included in partnership training. The cost for a full-time non-profit, program development director is approximately $46,000 a year (source: glassdoor.com and based on a national average). With the cost of training volunteers on how to do this themselves, SCC will get the program support it needs and a small fraction of the price.

Marketing & Publicity: Marketing is an additional $100 per month for monthly training and development, and for content creation for the website, social media posts, press releases, and other advertising. Social media management companies start at $199 per month for basic content creation (i.e., 2 posts per week), and does not include training. This component of the Strategic Planning project will assist with content creation, and train volunteers to do it themselves for long-term, sustainable success.

Total Costs: Strategic Planning is $1,250. The total cost for partnership, program, and marketing coaching/consulting is $4,200 for one year ($350 per month). The cost for grant administration, to accurately ask the right questions about measurable results, provide proper data, and to report on grant successes, is $600. The cost for grant writing for next year's grant, a service being included with this current grant request, is an additional $1,250 for developing a proposal for growth suitable for a PDA grant application. Together all these services tally $7,300.

Cost-Effectiveness: How cost effective is this program? When compared to strategic planning costs, this program is much more comprehensive and less expensive. This entire program provides strategic planning, program and partnership development, marketing & publicity training, and the development of a grant proposal for future improvements to the center, for less than the typical cost of strategic planning services. This is a program tailor made for senior community centers.

Alternative Funding: SCC does not have the capacity to prepare its own strategic plan and does not have the money to build capacity. NNPRC offered to write this grant at no expense or risk to SCC. By the end of this grant project, and with the support of community partnerships being developed by the Strategic Planning project, SCC have new programs, community partnerships, increased member participation, and membership growth, and with funding from this grant it will not cost the senior center anything.

One Year Project: In the years that NNPRC has been working with senior center boards of directors, it has found that board members need repetition and hand-holding in order to understand the steps needed to create new programs, build partnerships, and market these programs and activities to the community. The Strategic Planning project will meet with SCC's board and Executive Director at least three times a month on a monthly basis, via Skype or other electronic conferencing.

Once this project has been completed, SCC's committees will be able to sustain their own development, as has been proven by the work NNPRC has done with other senior centers in Pennsylvania.

Ongoing Costs: The improvement to SCC is for organizational capacity building and strategic planning. Without an existing strategic plan in place, there is no request for facility improvements. As such, landlord assurances are not applicable. Likewise, there is no need for ongoing costs for this project. One year is enough to provide comprehensive training for board members and center staff in the areas of Strategic Planning, Program Development, Partnership Development, Marketing & Publicity, and the preparation of a future grant proposal.

Intended Outcomes and Measures of Success (10 points)

Identify the specific goal(s) of your project, how you will determine if you achieved your goal(s), and action steps for completing your project and who is responsible for each.

Each grant project is unique, with different purposes and goals, and cannot be measured by any one standard metric. Your project success will be measured by how well you meet your intended goal(s).

Although Grantees will not be penalized if they do not reach their goals, it is important to identify what makes a successful project, and whether or not the Grantee has met those goals.

Please be sure to set reasonable goals!

For example, if the grant project seeks funding to introduce a new art program at the center in order to entice more participants to the center, the goal may be to increase the number of new center participants by 10 individuals by the end of the program.

The primary goal of the Strategic Planning project is to provide coaching/training for SCC's staff and board members to be able to maintain a strong strategic plan, develop programs & activities, engage community partners, and market SCC's services to a wider audience. The strategic plan itself will develop new goals for future program growth, membership participation, and membership growth. But to determine if this project is a success, the Strategic Planning `project outlines the following goals and objectives.

Goal #1: Coach SCC's staff and board of directors in best practices for non-profit management, and simultaneously develop a strategic plan for future program growth, increased membership participation, and membership growth.

Strategies: The first step in strategic planning is getting the board of directors and staff to understand the rules and guidelines of effective leadership. Not every strategic step and every decision is going to be made at the board level. For maximum efficiency, the board needs to divide responsibilities into at least four groups/committees to tackle the work of a strong strategic plan. These committees are (1) Strategic Planning, (2) Program Evaluation and Development, (3) Partnership Engagement, and (4) Marketing & Publicity. Once the entire board of directors has received board development training (typically one session), the rest of the work to be done will be within separate committees (in smaller organizations, work can be done by a committee of one). Then, when the board meets to discuss pieces of the plan, the time and effort to dive into details has already been done, recommendations made, and decisions more easily processed by the whole board.

Objective/Measurable Results: Provide 10 to 12 hours of coaching/training to a group of 8 or more volunteers and staff members. Measuring success in conducting a strategic plan and board development training may seem like a subjective outcome; success will be determined by getting a group of volunteers bought into the idea of growing their organization and establishing a blue print by which to guide program development, partnership development, marketing, and new member growth.

Goal #2: Develop programs, classes and activities that meet the needs of SCC's members and community.

Strategies: Program/activity creation is a multistep process if it is to ensure that the activity follows the strategic plan of the organization, focuses on a target audience

(i.e., younger seniors or individuals with disabilities) or a strategic component (i.e., physical fitness activities or social activities), makes good use of the organization's space and resources, and represents needs within the community. When understanding the needs for activities, some activities form themselves. For example, understanding that there is a need for people to control chronic illnesses like diabetes or high blood pressure would naturally gravitate towards creating a class or activity that teaches seniors how to control chronic illnesses. The program/activity committee's goal learn how to identify community needs, follow the guidance of a strategic plan, think creatively about how to meet those needs, and develop activities to meet those needs.

Objective/Measurable Result: The goal is to test and produce at least 8 new activities. Following the strategic plan, these activities could include health & fitness classes, social activities, computer skills learning, and more. The specific types of activities and the specific activities are not known at this time and will be developed following the strategic plan. Success will be determined by the total number of new activities the program/activity committee tests and adds to the list of available center activities.

Goal #3: Coach a committee of volunteers on how to develop community partnerships.

Strategies: Learning is done by repetition. The partnership committee will be coached in the best practices in partnership development. The trainer/consultant will also participate in the process of developing community partnerships and making these connections. By both training and hands-on learning, the committee will be shown again and again how to connect with community resources. Not every attempt at making a community connection will result in an established partnership, but the goal is to make an effort that follows (1) identifying how a program or activity can benefit from a community partnership; (2) identifying the benefits to both SCC and the community partner in making the connection; (3) identifying the roles, responsibilities, limitations and benefits of both the partner and SCC; (4) making an initial contact using SCC's new branded marketing message; (5) managing expectations for the community partner and SCC; (6) obtaining a level of commitment from the community partner; and (7) managing the partnership after it has been established. It is intentional that the committee's success is based on effort, not results. When working with a volunteer group of seniors, encouragement comes by

participating in the process. It can be expected that 1 to 5 of these community connections will result in an established relationship, but the result being measured is the number of contacts to create 1 to 5 community partnerships.

Objective: The goal is to guide the partnership committee through engaging 15 different potential community partners, following the strategies above and guided by the strategic plan and program committee's needs for community partnerships.

AAA Letter of Support

All applicants are required to secure a letter of support from the AAA that oversees the Grantee's program service area. Grantees may use the *AAA Letter of Support* template developed by the PDA to fulfill this requirement.

The *AAA Letter of Support* must be completed by the AAA.

The *AAA Letter of Support* may be submitted separately or with the grantee's application packet via email to SCCgrants@pa.gov by the deadline.

Additional Required Documentation: Copy of Current Lease and Landlord Written Assurance

This requirement only applies if a senior center rents space from a third-party landlord that is not the applicant, applicant's parent company or AAA.

If your project includes capital improvements and/or renovations over $5,000, you must provide a complete copy of your current lease **AND** written assurance from the landlord

to continue to rent the facility exclusively to the center for one (1) year for every $5,000 up to 10 years or $50,000, of grant funding approved for building improvements.

A written assurance from the landlord is between the lessor and lessee, not the landlord and PDA. It should clearly indicate the parties (landlord and tenant), contain landlord contact information, and be endorsed by the landlord.

At a minimum, the written assurance must state, "Landlord agrees to continue to lease exclusively to Grantee for one (1) year for each $5,000 in grant funds spent on building improvements to the senior center facility."

Failure to submit a written assurance from the landlord **AND** a complete copy of your lease agreement for project budgets that contain over $5,000 dedicated to building improvement projects will disqualify your application.

A template has been developed for the applicant to complete with their landlord that fulfills this requirement and is available here.

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[i] The Organizational Evaluation Survey used by NNPRC with senior community centers can be found online at www.nnprc.org/wp-content/uploads/2014/08/Organizational-Self-Evaluation.pdf. This is a simplified version of the McKinsey Capacity Assessment Grid, and seeks to demonstrate to active living center boards of directors their need for capacity building when their standard operating procedures do not meet organizational best practices.
[ii] The McKinsey Capacity Assessment Grid, a mainstay of organizational best practices, can be found online at www.socialimpactexchange.org/sites/www.socialimpactexchange.org/files/McKinsey%20Self%20Assessment%20Grid.pdf, This grid has been used by NNPRC with non-profit organizations other than active living centers in providing strategic planning services.