



ROOTED IN VALUES.
DRIVEN BY EXCELLENCE.

MEMO

Date: February 8, 2024
To: Friends Foundation for the Aging
From: Friends Services Alliance
Subject: Grant applications for 2024 programs

Friends Foundation for the Aging (FFA) has been a strong partner with Friends Services Alliance (FSA) in its various leadership initiatives. The financial support received through grants has allowed FSA to develop and deliver the highly successful Leadership Institute and Internship Program. Both of these programs support the development of leaders within FSA member organizations and the aging services field. The purpose of this correspondence is to request grants for these programs for 2024.

FSA Leadership Institute

FFA has provided funding for this program since its inception. The tenth cohort finished the program in November 2023. We are preparing to open the application window for the 2024 program.

One sentence summary of the project and amount requested.

We are requesting a grant of \$25,000 for the 2024 FSA Leadership Institute, our program to support the development of leaders who think and lead in ways that are congruent with Quaker values.

Has the identified problem changed?

No. There is an ongoing need for leaders, both now and future who embrace leadership practices that emanate from, or are consistent with, Quaker values. With the decreasing numbers of Quakers working and living in our organizations, this program supports the continuation of a culture and practices that are consistent with Quaker values. While the content of the program is based in Quaker values, the curriculum is applicable in any setting. Even when graduates of the program leave the FSA family, they take this knowledge and experience with them.

Have your solution or goals changed?

No. Our results have shown us that the FSA Leadership Institute is effective in supporting its objectives. We evaluate the curriculum each year, and may make changes in specific content, but overall there have been no major changes.

Will your efforts/actions impact the problem change? Describe.

We believe it will. 95 individuals have gone through the Institute since its inception and about half remain in FSA organizations. Many who have left are still working in senior living and, we assume, incorporating their learnings from the Institute in their work. We have been contacted by a few for consulting work.

Are there changes in the funding or program implementation partners?

No.

How will you know if your actions are having an impact?

We continue to receive positive feedback about the program, from both participants and their sponsoring organizations. Several FSA member organizations send an employee to the program every year, and a number of graduates are strong advocates for the program at their organizations. We hear informal stories from CEOs/Executive Directors of the change they see in employees going through the program, both in how the person is approaching their work, and in how the employee sees themselves and their leadership differently.

How will you sustain the program after the grant period?

We would not be able to continue the program annually in its current format if we did not receive funding. Financial information is included in the response to the next question.

Projected budget with projected income:

Historically, the cost of the program runs between \$56,000 - \$64,000 depending on the number of participants involved. 2023 expenses were \$56,746.11 for nine participants. This does not include the approximately \$35,000 in time and materials contributed by FSA. The tuition per participant of \$3,750, covers room and board but no longer contributes anything to the general expenses. We will be raising the price to \$4,000 in 2024 which we hope will not present a barrier to participation. We budgeted \$30,000 in income from tuition based on 8-9 participants net some tuition assistance award(s).

The price for a hotel, meeting space, and meals has risen significantly as companies recover from the pandemic and cope with labor and supply chain shortages. We have made some adjustments to the program for 2024 such as a smaller meeting room and shorter meeting time on Day 1 to reduce expenses.

FSA Internship Program

There is \$28 remaining from previous grants. We are requesting permission to apply these funds to the 2023 program.

One sentence summary of the project and amount requested.

The Internship Program is designed to introduce young adults to the possibilities of working in aging services. We are requesting a grant of \$4,000 for the Internship Program so that we can continue to provide a stipend to college students going through the program.

Has the identified problem changed?

No. There is a great need for workers at all levels in senior living. Many young adults do not consider potential careers in aging services and this program serves to open their eyes to the possibilities.

Have your solution or goals changed?

No.

Will your efforts/actions impact the problem change? Describe.

We believe it will. While we do not have an exact number of previous interns working in the senior living industry, we know that some who never thought they would be interested in the field are now working there, and other interns who entered into the experience thinking about a possible career in senior living found the internship confirmed their thinking.

Are there changes in the funding or program implementation partners?

No change in funding. While not a change in implementation partners, we did engage the host sites of internship projects in recruiting from schools in their region which proved to be highly successful. They are often contacted by students looking for internships and were able to direct them to our program for consideration.

How will you know if your actions are having an impact?

We continue to receive positive feedback about the program, from both participants and host sites. Some potential interns tell us they heard about the program from friends. We hope that the experience of interning in a Quaker organization, observing and experience the practices and culture, will impact the students in whatever field they choose.

How will you sustain the program after the grant period?

Without the grant from FFA, we would need to reduce the number of intern positions offered each year.

Projected budget with projected income:

A grant from FFA is the only income associated with this program. FSA and FFA split the cost of the program fifty-fifty. We have budgeted \$8,000 for the Internship Program for 2024, half of which would be supported by FSA.