



CHESTER and DELAWARE COUNTYSCORE

601 Westtown Road, Suite 281

West Chester, PA19380

Tel: 610-344-6910

Fax: 610-344-6919

www.chestercounty.score.org

Chapter of the Year Application

Chester County, PA Chapter 0544

"SUSTAINING EXCELLENCE THRU INNOVATION AND ENGAGEMENT"

January 22, 2015

Chapter of the Year Application - Chester County, PA, Chapter 0544

Executive Summary

The business environment in Chester County, Pennsylvania is best characterized as stable and highly diversified. Chester County SCORE has successfully embedded itself into all segments of the business, education, political and nonprofit communities in the County. Our major partners in this endeavor have been local, state and federal government, the County's colleges and universities, seven Chambers of Commerce and eight public libraries. Our members have experience in the full range of Chester County's industries and business sectors, from agriculture to high technology. Despite an extremely challenging small business climate in the past five years, the Chapter has responded by tripling its services and doubling its membership. The key to this performance has been the continual engagement of a large group of leaders within the Chapter. Six past chairmen remain in leading management roles and, together with the current chairman, have over 50 years of SCORE service.

The blend of veteran and new members with a significant diversity of experience and background has led to numerous innovative approaches to acquiring and retaining new clients. Organizational developments such as "Office of the Chairmen", Chief Counsel, Auditor, nominating committee, and a strategic planning team has resulted in a continuity of effective leadership. Innovative services include a 9 week workshop "Simple Steps for Starting a Business" conducted in Spanish, advisory boards, Spanish speaking mentors, extensive use of co-counseling, a 23 member speakers bureau and a 10 member email counseling group. Marketing innovations include a formal annual report (first in SCORE), annual Client Success Story Award Luncheon, Constant Contact partnership for nonprofit clients, and extensive outreach presentations to Rotary and other community groups.

In summary, Chester County SCORE continues to be responsive to the County's small business needs by engaging with the business community in innovative ways that are sustainable and relevant. And, we insure excellence in the process through self-monitored quality assurance.

I. Chapter Culture

Although the "Great Recession" was extremely detrimental to the small business community in the US, it had an even greater impact within Pennsylvania. As banks and other traditional funding sources struggled, the ability to form and sustain small businesses was severely impacted. As a result, would-be entrepreneurs became fearful, choosing instead not to leave secure jobs in order to chase their dreams. Furthermore, the unemployed in Pennsylvania would lose their unemployment benefits if they even considered the prospect of starting a business. It was this climate in which the Chester County SCORE Chapter rose to the challenge, choosing to rededicate itself and become a positive catalyst for change within the small business community in Chester County, Pennsylvania.

Prior to 2008, Chester County SCORE was a solid, stable, and successful Chapter largely focused on face-to-face mentoring and the *Simple Steps* workshop. Its contribution beyond the local Chapter included

“SUSTAINABLE EXCELLENCE THRU INNOVATION AND ENGAGEMENT”

participation in the enhancement of the *Simple Steps* workshop, engagement in the various national IT initiatives and the leadership efforts of Jim Schoonover as District Director and National SCORE executive. Its historical performance statistics are somewhat clouded by the periodic inclusion of neighboring Delaware County as a branch.

In 2008, the Chapter launched a coordinated multi-faceted effort to increase awareness of SCORE in our community, convinced that this was the means to getting long-term clients and creating success stories. Doubling the Chapter's metrics in five years by growing 15% per year was the overall goal. Fundamental to this effort was getting all members engaged in some facet of the overall program. Specific elements of this program included the following:

- ❖ Partnering with 7 local Chambers of Commerce and the Chester County Economic Development Council
- ❖ Enhancing our partnership with the Chester County government and its affiliates
- ❖ Partnering with the multi-branched Chester County library system
- ❖ Developing a formal “Annual Report” (the first in SCORE)
- ❖ Establishing an “Ambassador” program to target numerous strategic components of the County
- ❖ Partnering with all local universities and several high schools
- ❖ Hosting an annual Awards Luncheon for over 100 local business, political and educational leaders
- ❖ Delivering numerous “outreach” presentations to Rotary clubs, churches and other service groups

As our awareness program was gaining traction, it was clear that the services offered by Chester County SCORE needed to be upgraded and enhanced. This is an ongoing process, but the key changes can be summarized as follows:

- ❖ Mentoring at eight different locations including nights and Saturdays
- ❖ Formation of a Speakers Bureau to provide business education seminars anytime, anyplace
- ❖ Increasing the frequency of the *Simple Steps* workshop and the development of a shortened version
- ❖ Developing an entrepreneurship workshop for Hispanics and mentoring graduates afterward
- ❖ Embracing the National e-mail mentoring system with 10 current practitioners
- ❖ Establishing numerous business roundtables and advisory boards

Chester County SCORE has become a positive example of how success breeds success, translating action into more clients, more long-term engagements, more success stories, more funding sources and more highly qualified members. The unprecedented growth in all of the relevant metrics is shown in the attached graphs (Attachment 1).

“SUSTAINABLE EXCELLENCE THRU INNOVATION AND ENGAGEMENT”

Since 2009, the Chester County SCORE metrics have grown dramatically as shown below:

Metric	% Increase
Counseling sessions	233%
Total services	206%
Workshop attendees	173%
Membership	112%

To achieve and sustain this growth, a **new governance structure** was required. The Organization, shown in Attachment 2 has enabled efficient decision making and the development of a deep bench of actively engaged members. Some of the innovative facets of this structure include: a three-member Chairmen’s office, an Auditor, a Chief Counsel and a Long-Range Strategy leader. The Auditor is responsible for the Form 16 compliance and documentation, while the Chief Counsel is responsible for Code of Conduct compliance and legislative initiatives. In total, there are 21 members who are either on the Executive Committee or are committee leaders, and they meet at least twice per month in addition to the monthly members meeting. This dedication to member engagement goes very deep in the organization. Currently, virtually all 89 members are actively involved in at least one standing function (Attachment 3 shows the list of members and their current roles). This engagement, which is tracked by the survey in our Chapter’s Performance Scorecard (Attachment 4), indicates that 90% of our active members are engaged.

The dramatic increase in our membership has resulted in an array of expertise that is truly outstanding and reflects the economic diversity of Chester County. The industry experience and skills mix is shown in Attachment 5 of the attached spreadsheets.

In order to integrate newcomers into the culture of the organization, the Chapter has evolved the following **4-step orientation process**:

Step 1

One hour interview with the Vice Chairman of Recruiting, who as a past Chairman, has a good background for screening the new members.

Step 2

The Vice Chairman for Member Services conducts a 2 hour welcoming session and provides the new member with an extensive package of information on the local Chapter and National SCORE. The new member also learns about the 4 potential categories of participation and the training requirements for each. These categories are:

- those who mentor, moderate roundtables and present workshops
- those who present seminars
- those who will assist administratively
- those who provide special services

For example, for the mentor category, a new member must complete the Mentoring Methodology course, attend the five *Simple Step* workshops and co-counsel six times with at least three different experienced counselors.

Step 3

Each new member is assigned a mentor who is responsible to gauge their progress as they strive to achieve active status. This typically takes 6 months for the engaged new member.

Step 4

Through the above process the Executive Committee develops a good understanding of the capability and interests of each new member. With the recommendation of the Vice Chairman of Member Services, the Executive committee will vote on moving a new member to full status. It has been our experience that this process yields a very competent and engaged volunteer.

The training of our members does not end at this stage. The Chapter utilizes the 10 regular two-hour member meetings to provide a wide range of timely speakers, e.g., county commissioners, social media experts and small business finance experts, to engage, educate and entertain our members. At least one hour per meeting is dedicated to this training. In addition, the Chapter strongly encourages the members to attend the Chapter's workshops and seminars. Finally, the heavily emphasized use of co-counseling, including the use of a specialist for a particular session, exposes the mentor to a wide range of experience and perspectives.

In order to instill a sense of pride in our SCORE members and insure that our members feel well-rewarded, the Chapter has numerous activities which positively reinforce their experience. The monthly meetings themselves are very well attended with 50% of the membership regularly in attendance. The annual Holiday luncheon is equally well supported and enjoyed by all. Finally, the annual Awards Luncheon is not just for the clients, but it is also an opportunity to recognize individual members for their service, mentors for their clients' success stories, and the Executive Committee members for their performance. This event is attended by over 100 leaders in the community and is often covered by the local media.

Chapter diversity has been significantly improved and is currently at 33%. Despite Chester County having a low minority population of only 12%, the Chapter is dedicated to increasing its diversity percentage by targeting two areas of the county – Coatesville and Kennett Square. Efforts to engage the African American community have included teaching seminars at Coatesville's PA CareerLinks, local mentoring and holding business planning workshops in partnership with the traditional black colleges Cheney and Lincoln Universities. Efforts toward the Hispanic community have been focused on the Kennett Square area, an area that is known as the “mushroom capital of the world.” This community is extremely entrepreneurial, and the Chapter has teamed with the Kutztown University Latino Business Resource Center to develop an 8-week workshop specifically to serve this Spanish language community. The bilingual program is called *Business Skills for Success for Latino Entrepreneurs*. To date, we have had

about 40 graduates of the program. Efforts for women include presentations to the *Women in Business Forum* and *Constant Contact* presentations on social media.

The Chapter has also engaged the community through political action. At the request and support of State Senator Andrew Dinniman, the Chapter drafted legislation to eliminate the state penalty that discouraged the unemployed from starting a business. The Chapter also started teaching high school entrepreneurship classes and conducting a business roundtable for **La Comunidad Hispana** – the largest Latino social welfare organization in the County. As a result of these activities, the Chapter has become deeply embedded into the fabric of the community, which is manifested by the turnout of over 100 of the top government officials and business and education leaders to the annual small business Awards Luncheon each May.

The founder of **Walnut Street Labs** (WSL), a unique and successful tech company incubator in Chester County, was mentored by the Chapter. WSL represents yet another example of the innovative and comprehensive service provided by the Chapter. We mentored Chris Dima, founder of WSL, from the ‘concept’ stage to the development stage, leading to the creation of Walnut Street Labs. In addition to being an early-stage tech company incubator, WSL is also a co-working innovation center, where the free exchange of ideas and joint collaboration is fostered. Already creating a “buzz” in Chester County, WSL brings in founding entrepreneurs weekly to share their vision, trials and tribulations.

The **Chester County Economic Development Council** (CCEDC) supports entrepreneurs in Chester County through their efforts to bring in financial resources and by connecting small companies with state economic opportunities. Partnering with the CCEDC has benefitted numerous Chapter clients and is just another example of the Chapter’s engagement with the larger business community within our County.

All of the efforts by the Chapter members would be in vain without a strong quality assurance program. To insure the effectiveness of its services, the Chapter routinely surveys all participants attending workshops and seminars. The purpose of the survey is to determine if the client is satisfied with the overall SCORE experience, whether they desire additional services and whether they can be considered a “success story.” With respect to counseling quality assurance, the Chapter strongly encourages co-counseling. This assures that the client is listened to with patience and that a follow up plan is developed (i.e., we follow the SLATE process). At every new session, clients are presented with a standard package of information to provide them with an understanding of the mentoring process. We strive to maximize client satisfaction in our counseling sessions by assigning the appropriate mentors at the best mentoring location for the client. With 8 mentoring locations throughout the County, we attempt to schedule the first client session as conveniently as possible to the client’s home or office. Client feedback is also reviewed via the NPS system. It is the responsibility of the Vice Chairman of Client Services to review this data on a monthly basis.

It is incumbent on the members of the Chairman’s office and the Executive Committee to provide coherent leadership. There is a wide array of contemporary data to review and react to in order to keep our eyes on the goals, including the CORE Reports provided by National SCORE, the monthly District

report provided by ADD Lou Davenport, and our own internal year-to-date and prior year comparisons on all major metrics. These are utilized to gauge our performance and to identify issues.

II. Merit Achievement

FY 2013 was a good year for Chester County SCORE, culminating in the achievement of Chapter of the Year designation in District 303. This followed on the heels of the Chapter winning the same award in FY 2012, when the district also had a National Chapter of the Year award winner. Being honored two years in a row reflects the growing stature of the Chapter in a District that contains several highly motivated and competitive chapters. The metrics achieved by Chester County SCORE in FY 2014 are even better than those in FY 2013, reflecting the Chapter’s sustained excellence through innovative services, programs, partnerships and engagement with the business community in our County.

The results for FY 2014 versus FY 2013 are summarized below and are also shown in the SCORE “Annual Goals” report included as appendix 6.

Metric	No.	% Increase
Total services	3,710	51%
Counseling		88%
• New face-to-face	349	14%
• Follow up face-to-face	452	56%
Email counseling		
• new cases	518	138%
• Follow up cases	743	275%
Workshops		
• # of workshops	125	5%
• Attendees	1,648	17%
Long-term clients	96	50%
Membership	89	31%
NPS	88%	6%
Cash bank balance	\$56,834	16%

These positive metrics are a direct result of a five year effort to increase awareness of SCORE in Chester County and to more fully engage our most valuable asset, our members. The increase in the cash balance is particularly noteworthy because it now covers 137% of annual expenditures. Thus, if there was a dramatic loss in revenue, the Chapter could maintain its mission for an extended period of time while efforts can be made to find alternative funding.

A highly effective tool in generating awareness about Chester County SCORE is the **“Annual Report.”** It is one of the most powerful vehicles for developing a “buzz” about the Chapter in the community. The Chapter created and published its first “Annual Report” in 2010, and this is believed to be the first such effort by a SCORE Chapter. A copy of the 2014 “Annual Report” is attached. This report has been very helpful in our dealings with all current and potential stakeholders, members, sponsors and partners. It

describes the professional organization and people of SCORE and why SCORE has been such a cost-effective service.

The competence and effectiveness of the Chapter is further reflected in the success of the **Annual Small Business Award Luncheon**. In the past 4 Years, this event has been attended by most of the “movers and shakers” in the County. The positive projection of SCORE at this event has greatly contributed to the Chapter’s ability to establish new partners and sponsorships. It portrays Chester County SCORE as being a great organization to join and to rely on for assistance.

Established as an Executive Committee function, the **Ambassador Program** was developed in order to carry and sustain our message to the community. This program operates by assigning an Ambassador to all partners, sponsors and targeted business entities to insure a steady flow of updates on SCORE and the establishment of workshops, roundtables and new counseling locations. This is augmented by monthly Constant Contact messages to our clients and significant stakeholders which highlight the upcoming events and success stories.

Rather than being a static, inflexible institution, Chester County SCORE is a matrix organization that is structured to evolve and adapt to the skills and vision of its volunteers. Achieving this requires a good understanding of each of the members and also a dedication to work cooperatively to realize our common goals. Whether the member is an IT specialist, a financial expert or even a pediatric dentist, the Chapter seeks to find a role that is rewarding to the member while being true to the Chapter’s core values and goal of helping more businesses to be created and improving existing small businesses. As a matter of fact, our pediatric dentist member has actually formulated and continues to lead the highly successful **“Speakers Bureau.”**

With almost 40% of our membership still working full- or part-time, the Chapter leadership must diligently monitor and insure that the members are in compliance with the SCORE standards of conduct and Code of Ethics. The expected conduct and the details of our policies are fully discussed in Step 2 of our training process. The Chief Counsel for the Chapter has developed explicit guidelines for counselors and workshop presenters. Conflicts with these standards have arisen and prompt action has been taken by the leadership. We strongly encourage each member to discuss any potential conflict upfront to get the issue clarified. By having co-counseling and multiple members at workshops, inappropriate activity has been avoided.

Finally, all of the above efforts have resulted in the achievement of “platinum” chapter status for the second straight year based on the onsite District review. The 2014 Form 16 is attached as appendix 7.

III. Outcomes and Successes

The Chapter’s commitment to meeting its goals is fully described in the Chapter annual business plan and long-range strategy. These documents are vetted by the Executive Committee and discussed with the entire membership. By doing so, we develop a coherent attitude toward achieving our common goals, and we feel a sense of personal gratification when they are accomplished. Our primary goal of

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increasing the number of long-term engagements and success stories starts with a positive first session with each client by using the SLATE process. At each first session a standard package of vital information is provided to the client. If merited, a follow up session is emphasized. The co-counseling process insures the highest probability of entering a long term relationship with the client. As described above, the Chapter will survey all clients to identify their status, level of satisfaction and needs. The client will also receive the monthly client newsletter which should keep SCORE on their minds.

The Annual Small Business Award Luncheon provides a timely opportunity to review client status and identify success stories. Counselors are prompted to review their client base for potential successes. The Executive Committee selects three best successes to be honored at this event. The honorees have typically come from the long-term client list. As such, we survey this list periodically for prospects. This process also yields insight into the performance of individual counselors, which can be used to encourage follow up sessions and the development of long term clients.

As examples of this process, the following success stories for 2014 are attached:

1. aEONRG
2. Think Like a Scientist LLC
3. Thomas Comitta Associates, Inc.

Finally, we are pleased to include the following testimonials from two of our stakeholders:

1. State Senator Warren Kampf
2. La Comunidad Hispana CEO Margarita Mirkil

IV. Attachments

Attachment 1:	Growth in Metrics
Attachment 2:	Organization Chart
Attachment 3:	Member Roster and Engagement
Attachment 4:	Performance Scorecard
Attachment 5:	2014 Annual Report
Attachment 6:	Chapter Performance Goals and 2014 Results
Attachment 7:	2014 Form 16
Attachment 8:	Success Stories
Attachment 9:	Testimonial Letters

"SUSTAINABLE EXCELLENCE THRU INNOVATION AND ENGAGEMENT"

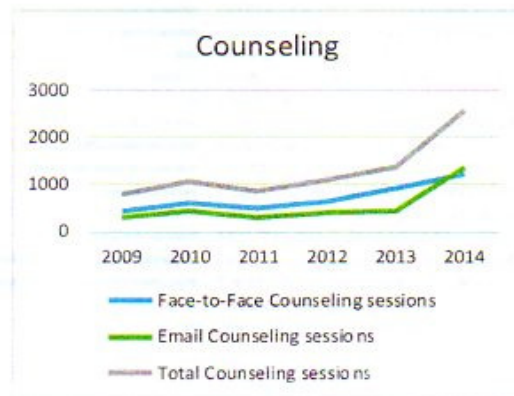
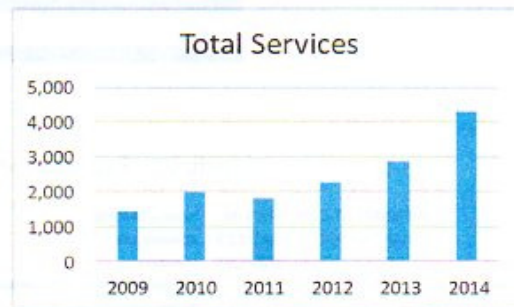
Attachment 1



Chester County SCORE 5-Year Performance

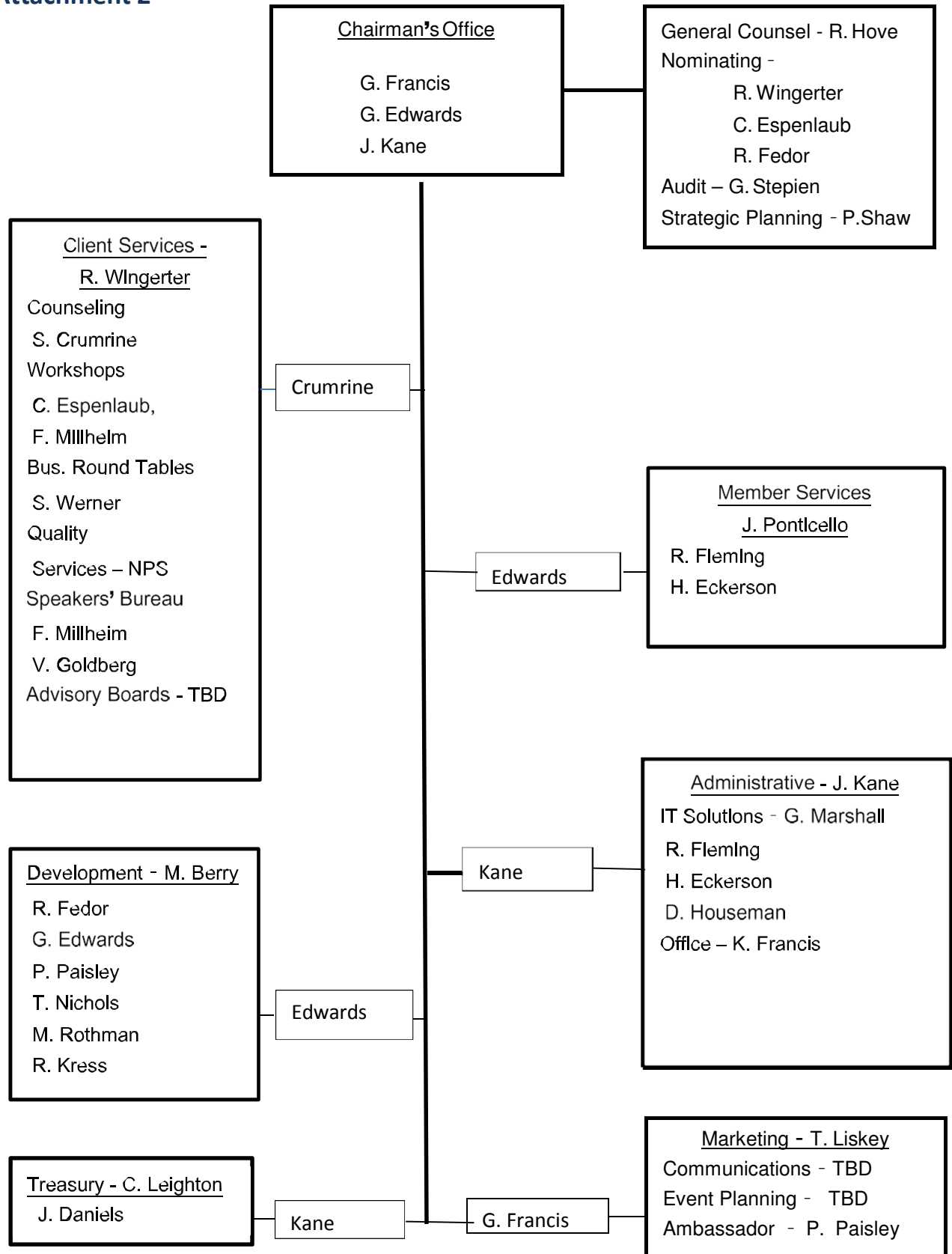
	Fiscal Year					
	2009	2010	2011	2012	2013	2014
Chapter Members	42	42	57	58	68	89
Face-to-Face Counseling sessions	455	582	522	634	903	1,211
Email Counseling sessions	312	437	324	424	456	1,344
Follow-on Rate % / All Counseling	29%	46%	46%	52%	46%	54%
Workshop sessions	39	54	64	72	119	125
Workshop attendees	649	955	961	1,208	1,508	1,772
Total Services	1,416	1,974	1,807	2,259	2,867	4,327

Source: Annual Reports & CORE Reports



"SUSTAINABLE EXCELLENCE THRU INNOVATION AND ENGAGEMENT"

Attachment 2



“SUSTAINABLE EXCELLENCE THRU INNOVATION AND ENGAGEMENT”

Attachment 3

Chester County Membership Engagement

				Committee																		Me Advisory Panel
				Counselling Services Ministry Work Shops Adolescents' Ministry Advisory Boards Round Table Park Community Members Religious Adult General Counsel IT Solid Administration Rat/Bu Develop ment																		
Last Name	First Name	Volunteer Status	Join Date																			
Alois	Pete	Provisional	Mar 25, 2014															0				
Barry	Marilyn	Provisional	Jul 24, 2014															0				
Berry	Mark	Active	Jun 27, 2012	X		X											X	3				
Bowers	Stephe	Provisional	Dec 12, 2013				X											1				
Bradley	William	Provisional	Jun 27, 2012															0				
Butler	Steven	Active	May 15, 2007		X		X											2				
Caruso	Carl	Active	Sep 1, 2010	X														1				
Chu	Wilson	Provisional	Jul 8, 2014	X														1				
Clancy	Celeste	Provisional	Mar 25, 2014															0				
Cogliati	Norm	Provisional	Jan 26, 2014															0				
Colarusso	John	Provisional	Apr 29, 2014															0				
Cooke	James	Provisional	Jun 3, 2014	X					X									2				
Crumrine	Steve	Active	Oct 8, 2012	X	X	X	X											4				
Cyron	Michel	Provisional	Jul 30, 2013		X													1				
Daniel	John	Active	Apr 8, 2011	X									X					2				
Diggin	Patricia	Provisional	Sep 14, 2014															0				
Eckerson	Harry	Active	May 4, 2009	X										X				2				
Edwards	George	Active	Feb 11, 2011	X	X	X			X						X	X	X	7				
Espenlau	Charles	Active	Feb 1, 2004	X		X		X										3				
Farmer	Frank	Active	Jan 11, 2000		X	X												2				
Fedor	Robert	Active	Dec 15, 2008	X	X		X	X	X								X	6				
Fleming	Roger	Active	Feb 28, 2002	X		X				X				X				4				
Francis	Gerald	Active	Jan 6, 2006	X	X	X				X						X	X	6				
Francis	Kerry	Provisional	Dec 3, 2012												X	X		2				
Friedman	James	Active	Dec 12, 2008	X														1				
Fulton	Jill	Active	Sep 27, 2012															0				
Gauger	Richard	Active	Jan 26, 2012	X				X										2				
Goldberg	Victor	Active	Jan 26, 2005		X	X	X			X							X	5				
Gonville	Greg	Provisional	Jun 3, 2014															0				
Haarland	Frank	Active	Oct 3, 2011	X			X											2				
Herron	Michae	Active	Sep 28, 2011															0				
Hodies	Robert	Active	Nov 1, 2006	X		X												2				
Hong	Diana	Active	Jun 5, 2007		X	X	X											3				
Housema	David	Active	Sep 17, 2012	X													X	2				
Hove	Randall	Active	Dec 20, 2010	X								X						2				
Jackson	John	Active	Jun 10, 2008	X				X										2				
Johnston	Richard	Active	Jan 4, 2005			X		X										2				
Jones	Daniel	Provisional	Apr 29, 2014															0				
Kane	Jim	Active	Aug 8, 2011	X								X			X	X		4				
King	Alastair	Provisional	Jun 3, 2014															0				
Kohl	Melissa	Provisional	Feb 14, 2013															0				
Krause	Daniel	Active	May 15, 2011	X		X	X			X								4				

Chester County Membership Engagement

Chapter of the Year Application – Chester County, PA Chapter 0544
January 22, 2015

Attachment 4

September 2014 Chester County Performance ScoreCard

	Fiscal September 2014 Year-End				
Goals	Current Year Actual	Current Year Plan	Current Year vs Plan (%)	Prior Year	Current Year vs Prior Year (%)
Face to face counseling					
New face to face counseling sessio	349			320	109%
Follow on face to face sessions	452			356	127%
Total face to face counseling sessi	801	705	114%	676	118%
Email counseling					
New email counseling sessions	518			326	159%
Follow on email counseling session	743			249	298%
Total email counseling sessions	1261	670	188%	575	219%
Total counseling					
Combined counseling sessions	2062	1375	150%	1251	165%
Combined follow on rate, %	58%	53%	109%	48%	120%
Workshops					
Local workshops	116	116	100%	97	120%
Workshop attendees	1648	1265	130%	1226	134%
Total services					
Counseling plus workshop attende	3710	2640	141%	2477	150%
Efficiency (Expense/Services)	\$10.77			\$16.13	67%
Membership					
Active status members	46	NA		46	100%
Provisional status members	39	NA		22	177%
Total members	85	74	115%	68	125%
Total members engaged, %	74%	80%	93%	NA	
Budget					
Expenses, \$	\$39,954			\$39,960	100%
Funding received, \$	\$46,355	NA		\$41,948	111%
Rainy day fund, \$	\$23,786	NA		\$21,784	109%
Quality					
Chapter Net Promoter Score	89.0%	84.0%	106%	NA	#VALUE!
Business Results					
Success stories	6	10	60%	8	75%
Legend:					
Current Year vs Prior Year Perform	> Prior Year	= Prior Year	< Prior Year		
Current Year vs Plan Performance	= > Plan	> 90% Target	< 90% Target		
Month =	12				



Chester County SCORE



2014 Annual Report



A Message for Our Clients and Friends

We hope you will take a minute to glance at the statistics summarizing our Chester County SCORE chapter's performance over the past five years. The growth in all categories is impressive, with the number of volunteers more than doubling and most service categories almost tripling. As a result of these activities, Chester County was recognized as one of the elite chapters in SCORE's network of over 320 chapters nationwide.

SCORE's mission is to provide the highest caliber of counseling support and business-related educational information for its communities. Our Executive Committee carefully monitors the quality of its service offerings as well as the absolute numbers. Such measures as the counseling follow-on rate, indicating clients' interest in attending additional sessions, and the net provider score, measuring client satisfaction with a counseling session, are important quality control indicators, and have also improved in recent years.

While the increase in services is encouraging, there are almost 50,000 businesses in Chester County and many individuals with entrepreneurial aspirations who could benefit from our Chapter members' extraordinary mix of business skills and experience. We look forward to talking with many of you over the next year to discuss ways Chester County SCORE could better serve our community.



2015 LEADERSHIP TEAM

George Edwards—Co-Chair
Jim Kane—Co-Chair **Steve Crumrine—Vice-Chair**
Gerald Francis—Chair Emeritus

Mark Berry—Strategic Planning

Charlie Espenlaub—Workshops

Roger Fleming—Recruiting

Vic Goldberg—Speakers' Bureau

Randy Hove—General Counsel

Tina Liskey—Marketing

Cal Leighton—Treasurer

Glen Marshall—Technology

**Paula Paisley—Ambassador/
Outreach**

John Ponticello—Member Services

Pete Shaw—Strategic Planning

Gerry Stepien—Audit

Steve Werner—Special Projects

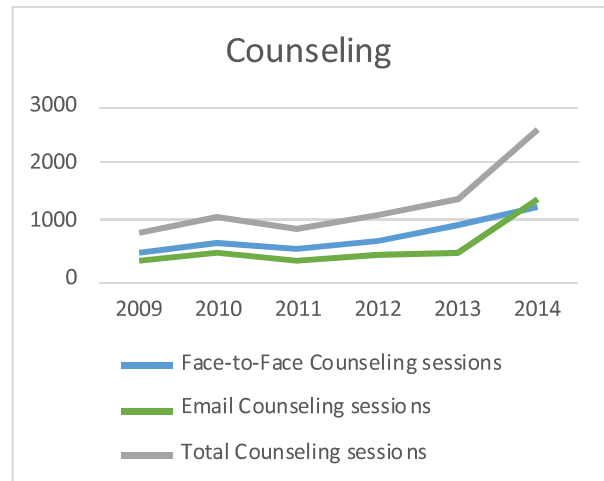
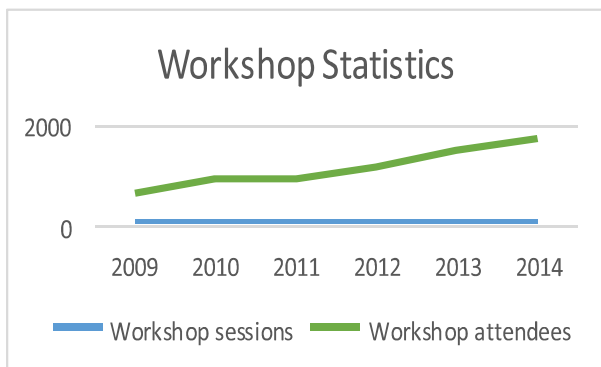
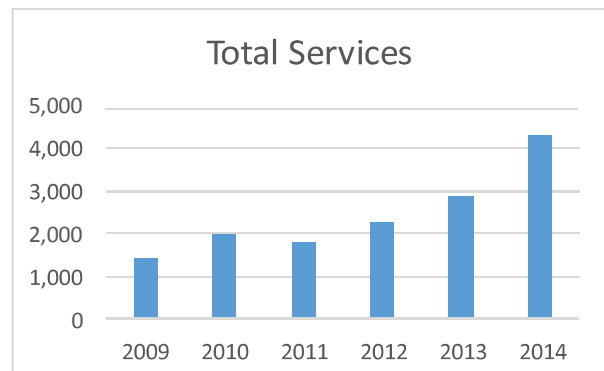
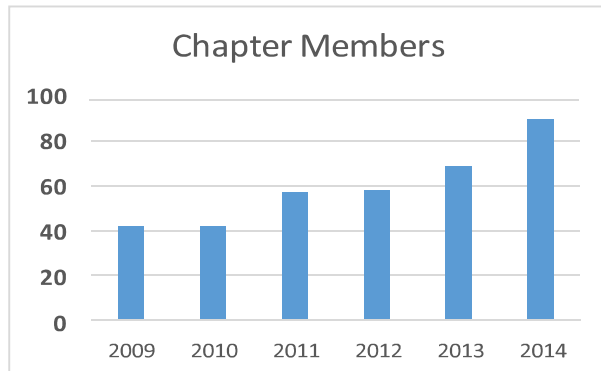
Bob Wingerter—Client Services



Chester County SCORE 5-Year Performance

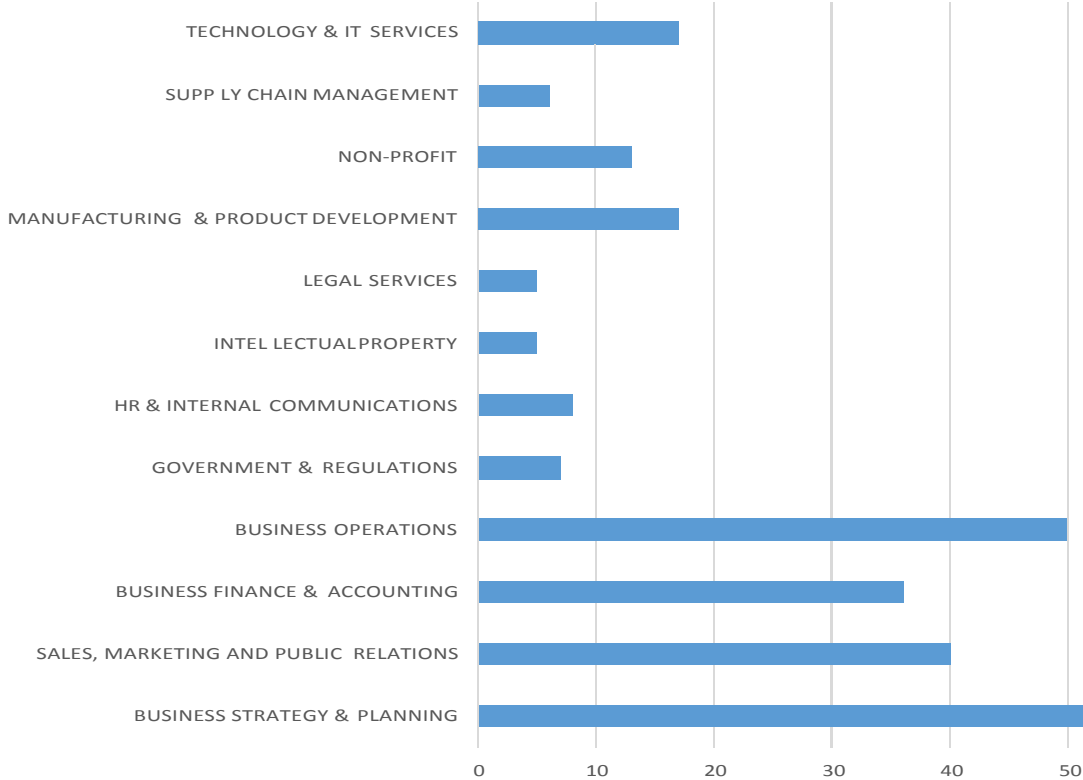
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Source: Annual Reports & CORE Reports



2014 Chester County SCORE Members

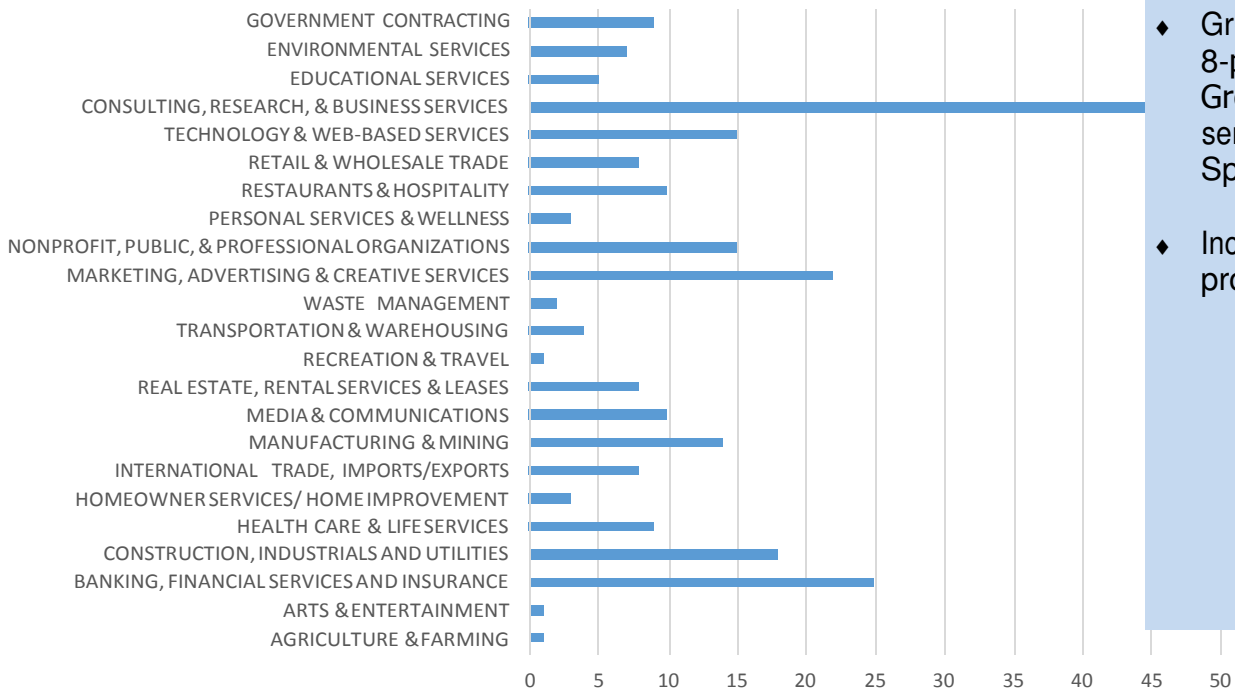
Member Expertise



In 2014, Chester County SCORE...

- ◆ Was recognized as the Eastern PA District Chapter of the Year for the 3rd consecutive year
- ◆ Achieved the largest increase in active membership among district chapters for the 2nd consecutive year
- ◆ Ranked among the top 1% among SCORE chapters nationwide in effectively providing local services
- ◆ Hosted its fourth annual Awards Luncheon with over 100 attendees from local business, education and political groups
- ◆ Grew and expanded the 8-part "How to Start and Grow your Business" seminar series presented in Spanish
- ◆ Increased total services provided by over 50%
 - ◆ Total workshops +17.5%
 - ◆ Total workshop attendance +5%
 - ◆ Total counseling sessions +88%
 - ◆ Total volunteer hours +45%

Industry Experience



Chester County Score 2014 Operating Performance

Funding Sources	-	<u>2013</u>	<u>2014</u>
Government Funding	\$	25,209	28,573
Workshop Income	\$	4,905	8,318
Gifts and Grants	- \$	<u>11,834</u>	<u>6,815</u>
Total Income	\$	41,948	43,706

Expenses	-	<u>2013</u>	<u>2014</u>
Administrative	\$	23,745	23,394
Programming & Marketing	\$	7,425	7,144
IT Expense	\$	5,606	5,241
Office Expense	- \$	<u>3,533</u>	<u>5,832</u>
Total Expenses	\$	40,309	41,611

Net Surplus \$ 1,639 2,095

Sponsors & Friends



Richard Westerman



Strategic Alliances

U. S Small Business
Administration

Chester County Commissioners
Michelle Kichline
Kathi Cozzone
Terence Farrell

Kutztown University SBDC

Chester County Economic
Development Council

Chester County Chamber of Business &
Industry

Downingtown/Thorndale
Regional Chamber of Commerce

Exton Regional Chamber of Commerce

Great Valley Regional Chamber of
Commerce

Oxford Chamber of Commerce

Phoenixville Regional Chamber of
Commerce

Southern Chester County
Chamber of Commerce

Western Chester County
Chamber of Commerce

Cheyney University

Chester County Library System

West Chester University/
Cottrell Center

Lincoln University

Oxford Mainstreet, Inc.

PA CareerLinks

La Comunidad Hispana

Notable Quotables from some of our Successes



aEONRG

“SCORE and specifically Frank Millheim actively listened to my start-up business plan and goals, affirmed some of my directions and challenged me to focus more directly on specific groups of customers as well as services where I would have the most success.”

William Belknap

aEONRG



Think Like a Scientist! LLC

“SCORE never fails to provide us with a business professional no matter the area of expertise. Thanks to the support of many SCORE volunteers we have developed the skills necessary to create and manage our business. SCORE continues to support us as we move forward to grow our business.”

Coleen Herbst and Jodi Wooten

Think Like a Scientist! LLC



THOMAS COMMITTA ASSOCIATES, INC.

Thomas Comitta Associates, Inc.

“My SCORE advisors are the first call for any business question. SCORE helped TCA survive the great recession and revamp our business model and budget for success in the new economy. SCORE is now helping TCA plan for the future, crafting scenarios for business succession, cyber security, and to update their personnel manual for the new economy.”

Carolyn Comitta

Thomas Comitta Associates, Inc.

About Chester County SCORE

The Chester County SCORE chapter is the largest and most active in the eastern Pennsylvania District, with more than 80 volunteers who have a wide array of professional experience and expertise. In 2014, chapter members devoted over 13,500 hours of service to help improve the business community and local economy. The chapter offers counseling in both English and Spanish to serve more fully the businesses of Chester County.



Members are involved in the following activities:

Client Mentoring

SCORE provides free unlimited mentoring services and confidential counseling 5 days a week, as well as, weekends and evenings. The chapter added 2 new counseling locations, and now has locations in: West Chester, Exton (2), Kennett Square (2), Oxford, Phoenixville, and Coatesville.

Workshops/Seminars

Members present a wide variety of workshops ranging from a basic one-session *Is Entrepreneurship For You?* to an intensive five-part *Simple Steps to Starting a Business* series, which is offered eight times a year at two locations. In addition, the Speakers' Bureau provides business educational seminars at locations throughout the county.

Advisory Boards

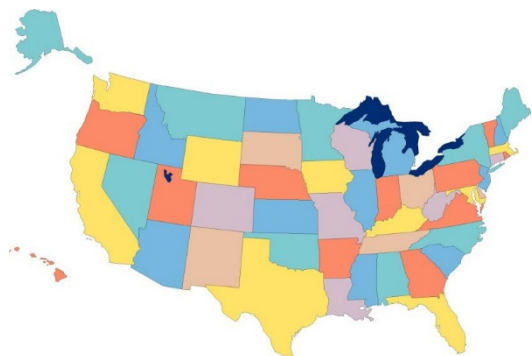
SCORE members with applicable backgrounds provide assistance for specific issues to their clients and establish longer-term advisory relationships.

Business Roundtables

SCORE mentors facilitate meetings and discussions on topics of interest for local business owners and industry groups at which expert speakers provide insight into specific aspects of business.

About SCORE

SCORE, Counselors to America's Small Businesses, is a resource partner of the U.S. Small Business Administration (SBA). SCORE's mission is to provide mentoring and educational support services for entrepreneurs who are starting and growing small businesses in the United States. SCORE is an all-volunteer, non-profit 501(c)3 organization. There are more than 300 SCORE chapters across the country with over 11,000 volunteers who handle administrative, counseling and educational activities. Volunteers include both retired and actively employed individuals with significant professional experience in a wide variety of industries and disciplines. All SCORE chapters offer unlimited free counseling, either in person or through telephone or email sessions. In addition, chapters provide zero or low-cost educational offerings such as the five-part "Simple Steps for Starting a Business" seminar





Chester County SCORE

**Chester County Government Services Building
601 Westtown Road,
Suite 281
West Chester, PA
19380-0990**

Phone 610-344-6910
info@chestercounty.score.org
www.chestercounty.score.org

Attachment 6

Chapter Performance Goals—Fiscal Year 2014

Chapter Name: **Chester County PA**
 Your Name: **Francis/Edwards**
 Your Position in Chapter: **Co- Chairs**

Chapter #**544**
 CC Initials **GE**
 District#**303**
 DD Initials **HM**

Please complete this Chapter Performance Goals form and return to your District Director by September 30, 2013

Client Service and Service Quality When setting chapter goals consider current and future market penetration and the potential areas for growth. Determine chapter FY2014 goals in the following categories:	Estimated FY13 Results	FY 2014 Actuals	FY14 Goal
New face-to-face sessions	310	349	330
Follow On face-to-face sessions	320	452	350
New online sessions	380	518	440
Follow On online sessions	210	743	250
Total workshops held	100	116	100
Total local workshop attendees	1180	1648	1400
Total services (Include all face-to-face, online sessions, and local workshops attendees)	2500	3710	2870
Client Mix - % clients that are "In Business" (Found on MIS report)	13%	25%	20%
Follow On SESSION percentage (all counseling)	48%	54%	50%
Follow On CLIENT % (% of unique clients that return at least one additional interaction) – NEW METRIC, NO PRIOR BENCHMARK AVAILABLE	%	N.A	35%
Relationship Client % (% of clients that have 5 or more unique interactions with SCORE) - NEW	%	N.A.	20 %
Net Promoter Score	82	89	84
Volunteer Certification %	75%	74	80
Volunteer Engagement (meaningful action on last year's survey)	4.48	4.5	4.5

Net Promoter Score	82	89	84
Volunteer Certification %	75%	74	80
Volunteer Engagement (meaningful action on last year's survey)	4.48	4.5	4.5

“SUSTAINABLE EXCELLENCE THRU INNOVATION AND ENGAGEMENT”

Recruiting and Volunteer Diversity Recruiting is the life of a SCORE chapter. The chapter’s diversity is a key for SCORE to reflect the diverse ideas, cultures, and thinking of the communities in which it is located and to deliver the highest possible client service. Chapter volunteers should be representative of community. <i>In FY13, The percentage of female volunteers nationally was 16%. The percentage of minority volunteers was 15%. While minority demographics will vary based upon the chapter and community, nationally we are striving for a volunteer field with 25% female and 25% minority by the end of FY15. Your chapter may set higher goals.</i>	FY13 Results Divide the number of women or minority volunteers by the number of total <u>active</u> volunteers. Count <u>active</u> volunteers only as a base for current and goal calculations.	FY14 Goal Divide the number of women or minority volunteers by the number of total <u>active</u> volunteers. Count <u>active</u> volunteers only as a base for current and goal calculations.
Total Active Chapter Volunteers	65	70
Volunteer Attrition (emeritus & dropped volunteers)	10	10
Total NEW Volunteers Recruited Goal	15	15
Net New Volunteers (new – attrition)	5	5
Female Volunteer %	15	18
Minority Volunteer %	2	4

Thank you for completing your goals for fiscal year 2014!

**Please submit this completed form to your District Director no later than
September 30, 2013**

Next Step:

**The District Director will forward approved goals to the SCORE Association Office
by October 7, 2013**

Attachment 7

FY 2015 | SCORE Associat

SCORE ON-SITE REVIEW (SOSR) – FORM 16

CHAPTER REVIEW PURPOSE

SCORE seeks chapters committed to SCORE's mission and strategic goals. The purpose of this process is to review the present and recent past chapter operations and chapter management. In order to maintain sustainable chapter operations and deliver on SCORE's client service initiatives, SCORE has created a set of minimum standards to which all chapters must fully comply.

CHAPTER REVIEW PROCESS (Review Period FY14: Oct. 1, 2013 – Sept. 30, 2014)

SCORE chapters must be reviewed every year to ensure continued compliance with SCORE's chapter SOM and minimum chapter standards of operation. The District Director (or Assistant District Director) will conduct the chapter review with assistance from the chapter and chapter leaders.

Step 1: Chapter Conducts a Self-evaluation	Chapter conducts a self-evaluation of its conformance to standards.
Step 2: On-Site Review	<p>District Director or delegate conducts an on-site review to confirm accordance with standards and quality of conformance.</p> <p>After concluding the review, the District Director assigns chapter status based on scores:</p> <ul style="list-style-type: none"> a) <u>Full charter</u>: chapter meets minimum standards and is in good standing b) <u>Recognized</u>: chapter meets and exceeds minimum standards c) <u>Remedial</u>: chapter has missed 1 or more core minimum standards and is given 30 days to submit a corrective action plan. Chapter is re-reviewed at month 3 and 6 to check progress.
Step 3: Reporting	The District Director submits the completed review to the SCORE National Office.

"SUSTAINABLE EXCELLENCE THRU INNOVATION AND ENGAGEMENT"

FOR THE LIFE OF YOUR BUSINESS

FORM SUBMISSION – Complete review and submit between by June 30, 2015

Send to: volunteer.services@score.org (Preferred Method)

Or mail to:

Linda Wyche
SCORE Association
1175 Herndon Parkway, Suite 900
Herndon, VA 20170

Date completion is required: June 30, 2015. All reviews must be submitted by June 30, unless there are extenuating circumstances. If that is the case, email volunteer.services@score.org to let us know when you will be sending in the review(s). Chapters that fail to meet the recertification will have 90 days to correct the deficiencies (meet the certifications requirements) to remain a successful unit of the SCORE Association. The chapter must provide a compliance action plan to be completed within 30 days of their SOSR report.

Date of Review: December 8, 2014 _____ District Number: 0303

Chapter Name: Chester County _____ Chapter Number: 0544

Chapter Chair: George Edwards, Jim Kane

CHAPTER RATING: Platinum / Full Charter _____

Next Review Date (Required if Remedial Chapter): _____

Review Completed By:

Name: Hugh MacMaster Title: District Director

Signature: Hugh MacMaster Date: 12/8/14



Name: George Edwards Title: Chapter Co-Chairman

Signature: _____ Date: _____

“SUSTAINABLE EXCELLENCE THRU INNOVATION AND ENGAGEMENT”

FOR THE LIFE OF YOUR BUSINESS

Minimum Standards – 100% conformance required	Pass/Fail	Comments
Chapter maintains a system to ensure all clients will be responded to within 2 (two) business days. This includes the monitoring of mentoring requests, chapter email, and chapter phone lines.	Pass	Chapter uses a paid admin that rigorously manages all aspect of client communication
Creates and maintains a written business plan, updated annually. Business plan must include metrics, goals, and timelines for implementation.	Pass	Written plan provided at annual review.
Has a Chapter Chair and Vice Chair elected	Pass	Full leadership succession plan for all EC positions has been created
Maintains a current and up to date chapter website utilizing all current SCORE branding and logos	Pass	Yes
Submits an accurate Form 3 annually, by the required date	Pass	yes
All client contact information, mentoring sessions, and workshop attendee information is entered accurately in CORE system	Pass	Robust processes to assure client session data is recorded and workshop information entered
Each volunteer signs Code of Ethics annually	Pass	Done. Admin assures compliance
Submits chapter goals annually – tracks progress to goals quarterly	Pass	Done
Successfully fulfills the financial requirements and audit from Part 2 of this form	Pass	Done
100% certification of all new members	Pass	Done







Additional Standards	Points Awarded	Comments/Quality Rating
Maintain an active roster of at least 15 volunteers (1 point)  (meaning at least 1 hour recorded in the FY)	1	54 of 64 have at least one mentoring hour. High level of volunteer engagement demonstrated
Chapter grew volunteer base (positive recruiting) (1 point)	1	Increased from 67 in 10/13 to 85 in 9/14
Percentage (%) of Volunteers with Mentor Certification <ul style="list-style-type: none"> - 100% - 3 points - 67% - 1 points - <67% - 0 points 	1	Unsure of number since the training data base is inaccurate but best estimate is over 67% given the influx of new members are or 100% compliant
Maintains recruiting plan to address needs (capacity, # of volunteers, diversity, skills, experience) (1 point) 	1	Note impressive YOY growth in membership
Holds regularly scheduled chapter meetings (at least 8 per year) (1 point)	1	Meet 12 times per year

Revised: 8 Sept. 2014

Page 3

“SUSTAINABLE EXCELLENCE THRU INNOVATION AND ENGAGEMENT”

FOUR THE LIFE OF YOUR BUSINESS

Holds at least one annual continuing education sessions to improve mentor skills and subject matter expertise (relevancy) for all existing volunteers (1 point)	1	Training component included in most chapter meetings
Maintains job descriptions, assignments, and succession plan for each identified leadership role (1 point)	1	Done
Maintains a workshop program (use FY14 end of year MIS data) <ul style="list-style-type: none"> - 48 or more per year – 3 points - 24 to 47 per year – 2 points - 12 to 23 per year – 1 point - <12 per year – 0 points 	3	118 workshops with 1671 attendees.
Maintains a client service quality program, including formal review of mentor NPS ratings (1 point) <i>If chapter has an NPS rating of >85, +1 point</i>	1	FY14 NPS is 88.7 with 115 
Volunteer Engagement Index increased (1 point) <i>Use 2014 Volunteer Engagement Reports</i> <i>0 points if not enough responses to create index</i> 	0	83 – 2013 NPS Chester.xml 83 – 2014 
Maintains a formal process to proactively manage clients and improve long term client rate (1 point) <i>If chapter has >25% long term clients, +1 point</i>	1	Follow-up percentage is 58% Engagement.xlsx
Serves Clients in a Timely Manner (maintains CNYC list) <ul style="list-style-type: none"> - How many clients are on the list from more than 60 days ago? (use current CNYC list) <ul style="list-style-type: none"> o 0 clients - 5 points o 1- 249 clients - 0 points o More than 250 clients – deduct 2 points 	5	 CNYC Chester.xml
Maintains Diversity in Chapter <ul style="list-style-type: none"> - >33% women & minorities – 2 points - 20-32% women & minorities – 1 point - <20% women & minorities – 0 points 	1	
Chapter offers evening or weekend services routinely (1 point) 	1	Extensive work shop offer. Mentoring sessions at night by mutual agrfeement between client and mentor
Chapter raises revenue locally (workshop revenues, dues, and grants) – (use FY14 Form 3 data) <ul style="list-style-type: none"> - \$50,000 or more local revenue – 3 points - \$20,000 to \$49,999 in local revenue – 2 points - \$2,000 to \$19,999 in local revenue – 1 point - <\$2,000 in local revenue – 0 points 	2	Local raised funds = \$43705
Achieves growth in total services from previous year (use FY14 end of year MIS data vs. FY13 end of year MIS data) (5 points)	5	Total services increased by 126 (49%) YOY
TOTAL POINTS	26	
SUSTAINABILITY INDEX POINTS	4	

Revised: 8 Sept. 2014

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“SUSTAINABLE EXCELLENCE THRU INNOVATION AND ENGAGEMENT”

FOR THE LIFE OF YOUR BUSINESS

- 2. Financial Requirements.** Chapters should establish financial practices and procedures similar to those required for any small business or non-profit organization. The following should be included in those procedures:
- The requirement for two signatures on any disbursement of \$2,000 or more.
 - Documentation authorizing each disbursement supporting that it was for a legitimate chapter expense.

Financial Requirements	Comments
• Last submitted Annual Report (Form 3) was accurate and filed by due date	Yes
• Does the chapter receive and deposit funds for all branches and pay the expenses for their branches?	Yes
• If the chapter uses outside clerical help, is the clerical contract current and approved by the Association office. A new independent contract must be submitted EACH year.	Yes
• Does the chapter keep petty cash on hand? How is it handled?	No
• Are all bank statements reconciled upon receipt?	Yes
• Is there a process in place for someone to regularly review chapter bank/financial statements?	Yes
• Does chapter have more the 2 years of expenses in reserve (based on most recent Form 3)? If yes, does the chapter have a plan to become SOM compliant within 12 months?	No. Chapter has 1.0 years expenses in reserve

Financial Audit Procedure:

Use the following procedure:	Comments
1. Select two months bank statements and select two disbursements from each month.	Done
2. Review the cancelled check and its corresponding invoice.	Done
3. Was the transaction a legitimate expense and was it approved?	Yes
4. Was the correct amount paid and any discounts properly taken?	Yes
5. Find a check that was for over \$2,000. Were there two signatures on the check?	Chapter has policy in place

Revised: 8 Sept. 2014

Page 5

3. Chapter Rating & Recognition

- Chapters that do not meet minimum standards shall be immediately placed into a remedial program.
- Chapters that meet minimum standards and qualify for any/all of the additional standards can achieve chapter recognition. The following are the qualifications for recognition:

Chapter in Good Standing	Meets minimum standard and achieves 0-7 Additional Standard Points
Bronze Chapter	Meets minimum standard and achieves 8-11 Additional Standard Points
Silver Chapter	Meets minimum standard and achieves 12-15 Additional Standard Points
Gold Chapter	Meets minimum standard and achieves 16-20 Additional Standard Points
Platinum Chapter	Meets minimum standard and achieves 21 or more Additional Standard Points

4. Sustainability Index

- Any chapter that has **3 OR FEWER** points in the sustainability index should be considered at risk. This does not affect any other chapter recognition.

<ul style="list-style-type: none">• An at risk chapter is a chapter that may be currently performing well but shows indications of not being sustainable as a chapter in the future.
<ul style="list-style-type: none">• The DD should review MIS data, chapter and volunteer performance reports. Special attention should be paid to the activity levels of each volunteer on the roster – are all the client services being conducted by 1 or 2 members, for example.
<ul style="list-style-type: none">• The DD and/or RVP should address the sustainability concern with chapter leadership.

Attachment 8 Success Stories

aEONRG William Belknap

Founded in 2013, aEONRG provides construction and renovation solutions, including LEED-certified government and corporate construction, renovations, environmental and renewable energy solutions, architectural and engineering services, project management and consulting. Taking social responsibility seriously, aEONRG aims to **provide one-stop-shopping general contracting solutions and to help reduce the country’s carbon footprint.**

After decades in the Army, from leading tank combat troops to managing procurement programs and working in the Pentagon for the Under Secretary of the Army for Acquisition, Technology and Logistics, founder Bill Belknap became a corporate site general manager and facilities lead. But he says, his long standing goal was to become an entrepreneur. Belknap worked with SCORE counselor Frank Millheim while in the planning stages for his business. “SCORE and specifically Frank Millheim actively listened to my start up business plan and goals, affirmed some of my directions and challenged me to focus more directly on specific groups of customers as well as services where I would have the most success.”

The company has 18 full- and part-time employees. In 2013, aEONRG won 10 contracts—including one multi-year contract -- with revenues just shy of their \$500,000 goal. For 2014, the company’s goal was to double its business with one million in contracts. In March it received its largest award ever and its 16th government contract, reaching \$982,500 since becoming operational on May 1st 2013.

The company is also dedicated to helping veterans, seniors, and the environment through its social responsibility program with a percentage of our profits. The national nonprofit founded by Cass Belknap in 2003 www.TwilightWish.org, grants wishes to seniors, with one third of the 1,750+ wishes granted to veterans.

Attachment 8

Success Stories

TCA

Thomas Comitta Associates, Inc.

Thomas and Carolyn Comitta

Thomas Comitta Associates, Inc. is a town planning and landscape architecture firm serving public and private clients throughout Pennsylvania, Delaware, and Maryland since 1981. Their team of certified planners, registered landscape architects, and LEED certified professionals has extensive experience with client-centered land planning and site design services.

In 2009, TCA had its highest revenues in its 35+ year history. In 2010, in the face of the global financial crisis, the bottom fell out of the state and regional real-estate and development industries and TCA revenue dropped significantly. Finding that the old model of business was no longer working, the Comittas realized they needed to reinvent their business model and revamp their budget.

In early 2011, TCA was referred to SCORE by West Chester University’s College of Business and Public Administration. Counselors Bob Fedor and George Edwards created a SCORE advisory board that recommended a zero-based budget with models based on a worst-case, likely, and best-case revenue scenarios. Working from the worst-case scenario budget, TCA cut expenses, reduced personnel and benefits, refinanced mortgages, consolidated other debt and froze non-essential operating expenses.

While revenues are not back to 2009 levels, they are quickly climbing. In 2012, actual revenue was 60% higher than their budgeted "worst case scenario" and grew in 2013 by another 8%. TCA is on track to increase revenue by another 8-15% in 2014.

In 2014, TCA hired one full-time and one part-time employee, with the prospect of adding another full time professional, bringing total staff to four full-time and four part-time.

CFO Carolyn Comitta says TCA’s SCORE advisors are the first call for any business question. “SCORE helped TCA survive the great recession and revamp our business model and budget for success in the new economy.” SCORE is now helping TCA plan for the future, crafting scenarios for business succession, cyber security, and to update their personnel manual for the “new economy.”

Attachment 8 Success Stories



Think
Like a
Scientist!
llc

Coleen Herbst and Jodi Wooten, two enterprising teachers from West Chester, PA attended the "Grow Your Business Workshop" with Chester County SCORE last fall. This year, Think Like a Scientist! llc opened its own doors fulfilling Coleen and Jodi's dream of teaching and empowering children to love science, learning, and themselves.

"Under the wings of our SCORE mentors we set about to open our first location of Think Like a Scientist! llc in Brookworth Plaza, West Chester, PA. Thanks to the support of many SCORE volunteers we have developed the skills necessary to create and manage our business. SCORE continues to support us as we move forward to grow our business."

Find out more at <http://thinklikeascientistllc.com/>

Attachment 9

STAKEHOLDER TESTIMONIALS

From: Margarita Mirkil [mailto:MMirkil@lchps.org]
Sent: Thursday, January 23, 2014 12:50 PM
To: Bob Fedor
Cc: Erin Dallago
Subject: RE: SCORE Endorsement reminder

For over a year, LCH [La Comunidad Hispana] has had a very fruitful and productive partnership with SCORE. Two members of SCORE have been regular participants in the Marketing Committee which is an advisory committee to the board. In that role, the individuals have provided invaluable input at a strategic and operational level. First, in helping to complete a strategic analysis of the strengths and weaknesses of the organization as perceived by the community, then in defining key determinants of a new branding and positioning for the organization and finally, in providing on-going advice and input in monthly meetings as well as counsel to the CEO and other staff members on a variety of topics. The committee, and the SCORE members, have been an invaluable sounding board to both the CEO and the VP of Development. As a result, LCH has a new logo, a clear positioning statement and a power point presentation that the key members of the Executive Team can use to promote the organization and everything that we do. Two other SCORE members have also become involved with the CEO; one as a member of the Committee and the other helping the CEO with the details of the positioning power point and message. Finally, SCORE and Bob Fedor in particular, took the initiative to put together various parties, including LCH to bring an education program to our community specifically designed to help and promote entrepreneurship among the Hispanic community in Southern Chester County. The program was successful and will continue. We could not have done any of it without SCORE's leadership, initiative and support.

"SUSTAINABLE EXCELLENCE THRU INNOVATION AND ENGAGEMENT"

WARREN E. KAMPF, MEMBER
157TH LEGISLATIVE DISTRICT

PO BOX 202157
HARRISBURG, PA 17120-2157
PHONE: (717) 260-6166
FAX: (717) 782-2888

E-MAIL: WKAMPF@PA.HOUSE.GOP.COM
WWW.REPKAMPF.COM



ous:£ of pr£s:£nintifn s:
Commonwealth of Pennsylvania
Harrisburg

42 EAST LANCASTER AVE., UNIT A
PAOLI, PA 19301
PHONE: (610) 251-2876
FAX: (610) 640-2357

2812A EGYPT ROAD
AUDUBON, PA 19403
PHONE: (610) 631-2865
FAX: (610) 631-2867

January 21, 2014

Mr. Gerald Francis
Chester County SCORE
601 Westtown Road
Suite 281
West Chester, PA 19380

Dear Mr. Francis:

Small business has been the economic driver in Chester County throughout its history and continues today. The entrepreneurial spirit of our county is stronger than ever with over 50,000 firms working among the county's 500,000 residents. Chester County SCORE has been instrumental in bringing these entrepreneurs the guidance and resources they need to succeed.

Chester County SCORE's ability to partner with key Chester County organizations and institutions including the Chester County government, the Chester County Economic Development Council, the Chester County Library System, the various Chambers of Commerce, local colleges and universities, political entities, and key businesses has created a network of resources that collectively delivers a wide range of services to assist entrepreneurs as they start and grow their businesses.

The growth of your chapter over the years and the increasing number of services you provide the local community are commendable and are two important reasons why Chester County is a great place to live and work. Because of Chester County SCORE's dedication to the growth and success of small business, I am pleased to endorse your application for the National SCORE Chapter of the Year.

Sincerely,

A handwritten signature in black ink, appearing to read "W. Kampf".

Warren E. Kampf
State Representative
15th Legislative District