Director’s Annual Report 2016-17

PSRC continued to implement the strategies outlined in the 2016 strategic plan which will help the organization be stronger as we move forward. Among these are:

- Built on last year’s work with Social Impact Studio to design new marketing materials, improve electronic communications, and implement a marketing calendar tied to the event calendar.
- Implemented plans to move several Evergreen Forum classes to Lawrenceville to allow for growth and relieve pressure at Monument Hall.
- Transitioned all staff to new laptop computers and into Office 365, improving back up and Critical Documents library.
- Initiated an Advisory Council composed of past board members and other friends of PSRC who can help achieve our goals.
- Prepared for the Lifelong Learning Capital Campaign by naming a committee, outlining goals and plan, and drafting a case statement. We are excited to have a long-range vision of vibrant programs into the future.
- Commenced program evaluation, collecting feedback on ongoing programs, computer programs and single session events.
- Engaged a summer intern to collect information for Age Friendly Princeton.
- Both GrandPals and HomeFriends celebrate 20 years this year. GrandPals was honored with a luncheon, proclamation and press coverage in April. HomeFriends will be recognized in the fall.
- We renovated the Community Room and dedicated it to Al Stark for his dedication to PSRC. We also bought new furniture.
- There were two key staff transitions. Having a stable, strong, experienced, and collaborative staff makes a great difference in the daily operation of PSRC. The Department Heads work well together and independently oversee their departments, who work well as teams.
- Efforts continue in the search for creative ways to generate revenue. There has been a good response to offering special lectures and trips with fees.

PROGRAMS
There was a transition of Director of Programs mid-year. Donna Cosgrove has brought new ideas, a comfort with using technology, and a talent for organizing and team building to the position. Changes include moving to online scheduling, new contracts with all independent contractors, and online registration. Attendance and satisfaction are being tracked. She and her terrific team (Breana Newton and Beth Weiskopf) continue to seek ways to streamline processes for efficiency and accuracy and work well together. Computer programs, TED talks and Women In Retirement continue to grow and are great entry points for new participants. Special programs are also popular. At least 59 organizations and businesses collaborated on presenting programs.

Computer classes and lab are critical resources for people in a world that increasingly relies on technology for communication, information and entertainment. Several classes have been offered on various devices and applications.

**Program Evaluations:** This year we evaluated our programs with several objectives:

- Ensure a high level of satisfaction from participants
- Collect ideas for new programs
- Increase participant diversity
- Explore opportunities to increase program revenue

Evaluations indicate a high level of appreciation for both ongoing and single session programs, as well as computer lab. Participants like the content and instructors. Nearly all felt that the fee was appropriate and many would pay more. TED Talk participants were especially enthusiastic, reflected in attendance. New mindfulness and chair yoga classes are being planned in response to participant feedback.

Particular efforts were made this year to attract a more diverse population. Evergreen Forum offered programs on Slavery, Interfaith Communities and Latin American literature. TED talks covered a range of topics. Table Tennis continues to draw diverse participants. These efforts will continue. We struggle to find space and parking for the many good ideas that are suggested each year. We also strive to find the balance point between ongoing programs with high loyalty and introducing new programs.

The quarterly term system seems to be working well. We have created online registration for all programs (and continue to take in-person as well) and have fully implemented database attendance lists for all activities. We found that September is an odd month (classes on hiatus for summer return but not yet the October term), creating an opportunity for offering sample classes.

“There is an excellent instructor; she gives very constructive feedback and guidance. It is a very friendly and supportive environment conducive to growth.”
The **Evergreen Forum** continues to thrive under the leadership of Abigail Meletti and the Steering Committee, growing to 28 classes and nearly 600 participants last semester. Feedback on use of the Presbyterian Church of Lawrenceville has been very good. The greatest challenge is having sufficient coverage for AV support, followed by overseeing a growing number of volunteers and moving parts.

“Thank you for offering this course by... We are fortunate to have someone of his caliber lead a course.”

Breana has capably mastered the audio-visual needs for our programs at both sites, as well as the rentals of the Suzanne Patterson Building.

**GrandPals** entered its 20th year with 110 volunteers and 250 children. There were 15 classes in four schools, as well as the summer enrichment program. New this year was the addition of an autism class. The program has become a national model for intergenerational programs. They have navigated personnel and curriculum changes, and GrandPals are often invited to other school events. Much of the credit for the success of this program goes to Olivian Boon and Sallie Meade, who have built strong collaborative relationships with school personnel and are much beloved by the volunteers. Their attention to detail and organization makes it look effortless and be a successful experience for all. They will be much missed when they retire at the end of the coming school year, but characteristically, they have identified two interns who will shadow them this year and take over. The GrandPals themselves are the best ambassadors, enhanced this year by articles in the newspaper and PSRC news.

“...The joy on the kids' faces as they greet their GrandPals was priceless... My kids felt comfortable and loved... Their love for and understanding of literature grew during this time.” (teacher)

“I like the interactions with the children, the librarian and the other GrandPals.”

**The Engaged Retirement program** remains modest, especially during this year’s library renovation. It included monthly Men and Women in Retirement and Transition to Retirement group as well as a book discussion group. We have clarified that these groups are open to all. We repeated the panel on Your Financial Future and Introduction to Retirement workshop and collaborated with the Princeton Public Library with programs on Medicare, Sexuality and Dating.

“The group is helping me be less afraid of retiring and to explore new options.”

This year's **Fall Conference** was on family caregiving with a keynote on having compassion for oneself and the care recipient. Workshops addressed practical strategies for caregivers, residential options, activities for dementia, estate and long term care planning, and staying organized. This annual event continues to be popular.
We have continued to explore the response to income-generating programs, a blend of programs and development at a higher price-point than regular programs. These local field trips and lectures have produced a good response and are not as labor-intensive as full fund-raising events. We continue to offer an array of programs without cost as well (support groups, games, TED, films, lunch & learns). Presenting the donation box at these activities has not generated much response.

SUPPORT & GUIDANCE SERVICES
Sharon Hurley, Dave Roussell, Fran Angelone and I are responsive to an amazing diversity of issues. We continue our focus on resources and providing consultations with individuals and families. Services include assistance with benefit applications, advocacy, coordinating care, as well as several support groups. We have maintained lists of government benefit eligibility, local food programs, and other local service providers, in addition to the online resource directory. Fran also assists with benefit applications and several gift distributions as well as Crosstown. Particular attention is paid to Spruce Circle residents, continuing our long-standing agreement with the Princeton Housing Authority.

One resident with increasing memory loss was assisted in transitioning into the LIFE St Francis Program, including ensuring that her daughter completed the Medicaid application.

Another resident was assisted in applying for Social Security benefits after her husband died and she nearly lost her housing for non-payment because she did not know she was eligible for benefits. She got over $10,000 in back payments, enabling her to pay off all of her debts. She was also enrolled in Medicare.

Other residents were referred to Consumer Credit Counseling and other area social services. Many of these situations involved coordinating multiple organizations including the Housing Authority and Princeton Human Services.

This year there were over 3762 social service contacts, 88% from Princeton residents. Spruce Circle resumed hosting SHIP appointments (Medicare help) when Family Guidance moved to Hamilton. Our staff trained and began offering Memory Screenings by appointment and we can arrange other screenings when needed, discontinuing the monthly blood pressure screening.

Sharon, Dave and I participate in professional conferences local networking events to increase awareness of our services and build our knowledge of local resources.

HomeFriends: HomeFriends is now in its 30th year with 16 matches. Six new seniors entered the program and two are awaiting a match by Dave. It is always challenging to have a balance between available volunteers and recipients and to make good matches.
A retired woman visits an 80+ year old woman living in her own home, but limited by depression and mobility. They have become good friends and go to movies, the library and other activities together.

**Crosstown:** The Crosstown program continues to thrive under Fran’s oversight, with services provided by Ride Provide. This year Princeton HealthCare agreed to reimburse for the full cost of the ride, helping to offset increased utilization costs from growing ridership.

**Volunteers:** We continue to be fortunate to have many volunteers who help in all aspects of our work, and to have Sharon Hurley bringing her expertise to our volunteer program. We are especially grateful to Bloomberg for their help on several events and office volunteers who conduct many regular tasks. We also had volunteer groups from Janssen and BOA/Merrill Lynch this year, as well as Princeton University students. Several individuals and groups stepped up to see Brunch at Home succeed. We are especially grateful to the computer lab volunteers who assist people 1-1 on a wide variety of devices, as well as offering classes and rescuing staff daily.

“You are providing such a valuable service. (the volunteer) was so thorough, patient and helpful.”

**COMMUNICATIONS:** Emily Logue has designed and printed new brochures for all programs, improving our marketing outreach. Building on last year’s experiments, she has produced consistent informative weekly e-news and e-blasts and continues to edit the print Newsletter as well as managing the website and creating development materials for all events. A marketing calendar has been created which ties into a full year event planning calendar. This summer we are asking participants to either subscribe to the print newsletter or receive it online. Emily will be learning Adobe Creative Suite and we have distributed an RFP for redesign of the website.

**TECHNOLOGY:** We purchased new laptops and monitors for all staff and transitioned to Office 365, which proved more challenging than anticipated as we tried to use the tools for several purposes. All files are being backed up to (and are accessible from) OneDrive, and all mail goes directly to Outlook. We are still working on optimal file sharing. A technology inventory was created, and a replacement policy needs to be drafted. We owe a huge debt of gratitude to Don Benjamin for guiding this process.

Ken Peabody has been out several times, leading other staff to increase proficiency in use of Salesforce. His skills in Salesforce administration (ie writing reports and managing updates) are missed, and his absence reminds us of the need to have cross-training and manuals for every job.
All classes and events are now set up for online registration as well as in-person, and attendance record keeping have improved, leading to better tracking of turn out. Most instructors are using technology, but not confident in using it. We purchased more AV equipment and conducted training, but have found we need someone onsite, leaving staff over-stretched.

**DEVELOPMENT:** This was another huge year for the development team of Barbara Prince and Cheryl Gomes. In addition to the Capitol Steps fall benefit, they did a successful Tea and Silver event with Rago Auctions, Brunch at Home (huge effort), and several small tours and lectures. In addition, a VIP event was held honoring Albert Stark’s many contributions to PSRC by dedicating the Community Room to him. Annual appeal letters went out in November and June, and we held a very special Give Your Love to PSRC matching campaign in February. This campaign had such a good feeling to it, bringing in many new donors from among participants, as well as 100% of board and staff. Efforts to conduct house parties for friend-development did not work well, so different strategies need to be pursued. We continue to seek new ways to attract corporate support and sponsorship.

The board has approved proceeding with a Lifelong Learning Capital Campaign Fund to create an endowment to support lifelong learning, staff, and rental space, and to renovate the Suzanne Patterson Building. A timeline, plan and draft case statement have been created.

**ADMINISTRATION:** We had yet another two changes in bookkeeper this year, and are very happy to have Cathy on board. Her past experience in a similar organization, eye for organization and process improvements have been valuable. We will transition to Quickbooks Online early this coming year.

The board updated the bylaws and will soon commence on the organization policies. These are key to best practices of governance.

*Age Friendly Princeton* – The plan was approved by AARP, and three items were included in the 2017 Princeton Plan, including a universal design guide for contractors, improving the affordable housing application process, and improving snow safety at public bus stops. Additional related items include improving the affordable housing application process and completing the Fair Share Housing plan.

Reviewing PSRC’s accomplishments this year illustrate the incredible dedication of the staff to the mission and the people we serve. They work well together and help each other so that the organization can be proud. We could not do all that we do without them, our
volunteers, community partners, and supporters. We have a unique, vibrant and extensive array of programs and services to offer, often held as a model for other communities.

Goals for 2017-18

- Begin to implement lifelong learning capital campaign
- Complete policy review, including technology replacement
- Redesign website
- Implement Sharepoint file sharing, create file archive
- Convert to Quickbooks online
- Apply Adobe Suite tools to marketing
- Expand grant writing
- Create a financial plan that supports stability and achieving strategic goals

Susan W. Hoskins LCSW
Executive Director

See attached statistics
### Programs & Attendance Statistics 2016-17

#### Health & Fitness 235

<table>
<thead>
<tr>
<th>Program</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair Exercise</td>
<td>34/2x wk</td>
</tr>
<tr>
<td>Drumming</td>
<td>53</td>
</tr>
<tr>
<td>Early Bird Aerobics</td>
<td>29/daily</td>
</tr>
<tr>
<td>Aerobics (Rec. Dept)</td>
<td>34/3x wk</td>
</tr>
<tr>
<td>Table Tennis</td>
<td>55/3x wk</td>
</tr>
<tr>
<td>Yoga</td>
<td>20</td>
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<tr>
<td>Walking</td>
<td>10</td>
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</table>

#### Education & Enrichment 411

<table>
<thead>
<tr>
<th>Program</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art With Christina</td>
<td>17</td>
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<tr>
<td>Art With Hannah</td>
<td>11</td>
</tr>
<tr>
<td>Cosmology</td>
<td>22</td>
</tr>
<tr>
<td>Drawing with Alex</td>
<td>14</td>
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<tr>
<td>Memoir Writing</td>
<td>26</td>
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<tr>
<td>TED talks</td>
<td>56</td>
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<tr>
<td>Word Play Poetry</td>
<td>12</td>
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<tr>
<td>Computer Lab (2x wk)</td>
<td>50</td>
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<tr>
<td>Computer Classes</td>
<td></td>
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<tr>
<td>Intro to iPad (9)</td>
<td>54</td>
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<tr>
<td>More iPad (9)</td>
<td>54</td>
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<tr>
<td>Texting, Messaging (3)</td>
<td>20</td>
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<tr>
<td>How to Use Uber/Lyft (2)</td>
<td>20</td>
</tr>
<tr>
<td>Word (1)</td>
<td></td>
</tr>
<tr>
<td>Gadget Superlab (2)</td>
<td>21,29</td>
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#### Social/Recreational 561

<table>
<thead>
<tr>
<th>Program</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Games: Social Bridge</td>
<td>41</td>
</tr>
<tr>
<td>Duplicate Bridge</td>
<td>359</td>
</tr>
<tr>
<td>Bridge Coaching/Lessons</td>
<td>50</td>
</tr>
<tr>
<td>Mah Jongg</td>
<td>12</td>
</tr>
<tr>
<td>Scrabble</td>
<td>4</td>
</tr>
<tr>
<td>Movies – monthly</td>
<td>31 (10-45/mo)</td>
</tr>
<tr>
<td>Opera Videos</td>
<td>36 (10-15/wk)</td>
</tr>
<tr>
<td>International Films-summer</td>
<td>20 (9/wk)</td>
</tr>
<tr>
<td>Spruce Circle Films</td>
<td>8</td>
</tr>
</tbody>
</table>

#### Lunch & Learn Seminars (25)

<table>
<thead>
<tr>
<th>Seminar</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe Driving</td>
<td>9</td>
</tr>
<tr>
<td>Energy Medicine</td>
<td>20</td>
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<tr>
<td>Varicose Veins</td>
<td>20</td>
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<tr>
<td>Reading Nutrition Labels</td>
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<tr>
<td>Stroke Rehabilitation</td>
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<tr>
<td>Medicare</td>
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<tr>
<td>Understanding Aging</td>
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<tr>
<td>Colon Cancer</td>
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<tr>
<td>Stress Management 29</td>
<td></td>
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<tr>
<td>Dizziness + Vertigo</td>
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<tr>
<td>Sleep Apnea</td>
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<tr>
<td>Parkinson’s Exercises</td>
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<tr>
<td>Senior Housing Options</td>
<td></td>
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<tr>
<td>Managing Financial Paperwork</td>
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<tr>
<td>Healthy Hearing</td>
<td>20</td>
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<tr>
<td>Alzheimer’s</td>
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<tr>
<td>Ride Services</td>
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<tr>
<td>Downsizing + Organizing</td>
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<tr>
<td>Stroke Rehab 9</td>
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<tr>
<td>Pedestrian Safety, safe walking</td>
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<tr>
<td>Mindfulness 50</td>
<td></td>
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<tr>
<td>Anxiety + Depression 34</td>
<td></td>
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<tr>
<td>CPR + Choking 18</td>
<td></td>
</tr>
<tr>
<td>Internet Safety 31</td>
<td></td>
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<tr>
<td>Funeral Estate Planning</td>
<td>6</td>
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#### Evergreen Forum (lifelong learning) 1033

<table>
<thead>
<tr>
<th>Instructor party 35, Annual Meeting 90</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bioethics</td>
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<tr>
<td>Business/Economics</td>
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<tr>
<td>Case of Judaism</td>
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<tr>
<td>Charles Dickens</td>
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<tr>
<td>CIA</td>
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<tr>
<td>Cuba</td>
</tr>
<tr>
<td>Death of Impressionism</td>
</tr>
<tr>
<td>Dialects and Acting</td>
</tr>
<tr>
<td>Edith Wharton</td>
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<tr>
<td>Geographical Links</td>
</tr>
<tr>
<td>Greek Plays</td>
</tr>
<tr>
<td>Islam</td>
</tr>
<tr>
<td>Italian Operas</td>
</tr>
<tr>
<td>Latin American Stories</td>
</tr>
<tr>
<td>Medicine: Older Adults</td>
</tr>
<tr>
<td>Modern Judiciary</td>
</tr>
<tr>
<td>Outsider Art</td>
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<tr>
<td>Presidential Election</td>
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<tr>
<td>Quirky Shorts</td>
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<tr>
<td>Science News</td>
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<tr>
<td>Shakespeare</td>
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<tr>
<td>Swann’s Way</td>
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<tr>
<td>What is Time</td>
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<tr>
<td>Witty English Novels</td>
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</tbody>
</table>

Financial Assistance- 8 assistance grants for $220.50 and 34 instructor waivers = $2740

#### Single Session Special Programs-no fee 938

<table>
<thead>
<tr>
<th>Program</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mountain Lakes Hike</td>
<td>15</td>
</tr>
<tr>
<td>Travel Training</td>
<td>3</td>
</tr>
<tr>
<td>McCarter Theater-Driven to Excellence 5</td>
<td></td>
</tr>
<tr>
<td>Hoarding</td>
<td>14</td>
</tr>
<tr>
<td>Chinese New Year</td>
<td>52</td>
</tr>
<tr>
<td>Transportation Focus Gp</td>
<td>8</td>
</tr>
<tr>
<td>Art Shows</td>
<td>60</td>
</tr>
<tr>
<td>Food Choices &amp; You</td>
<td>17</td>
</tr>
<tr>
<td>Health Fair/Flu Shots</td>
<td>300</td>
</tr>
<tr>
<td>Fall Conference</td>
<td>90</td>
</tr>
<tr>
<td>Your Financial Future</td>
<td>50</td>
</tr>
</tbody>
</table>

11/6/2017
Engaged Retirement
Groups: Transition to Retirement, Women in Retirement, Men in Retirement
Programs: Medicare, Dating over 50, Sexuality & Aging
Introduction to Retirement
Your Financial Future

Fund raising programs
Death of Impressionism lecture 40
   Michener Museum tour 21
Antarctica 70
Tea & Silver 44
High Line Tour 15
Stony Brook Watershed Tour 8

Support & Guidance – Partners in Caring
Contacts 3762
   Assessment 28
   Information & Referral 1686
   Home visits 160
   Case Management 427
   Counseling 509
   Caregiver support 185
   Benefit Assistance 65
Adults 1265/ Seniors 2461
Female 3040/Male 686
Princeton 3270/Outside 456
Volunteer 369
Crosstown 86
Resource Library
Aging & Caregiver education
Management of benefits and donations: Farmer’s Market
Coupons, Holiday baskets, Holiday gifts, concert and theater tickets, blizzard bags, plants.

Assistance Programs & Services
AARP Tax Assistance 107
Food Stamps
SHIP (Medicare) 19
Medicaid 21
Memory Screening 9
Healthcare Decisions 10
Chore Day 50
Farmers Market vouchers 36
Gift Donation distributions 343
   (Brunch @ Home, Italian Women’s Club, P.U. Dining, Bank of America/Merrill Lynch)
Comcast assistance 27
Concert tickets 96
Blizzard Bags 50
Elderlife Council Meeting 11
Other 4

Crosstown Transportation
Active registered riders 542
New registrations 93
Rides- year 6609

Support and Social Groups 501
Bereavement 85
Widows Support 14
Caregivers 18
Children of Aging Parents 14
Grandparenting 20
Knit Wits 27
Let’s Talk 7
Let’s Talk in English (SC) 12
Let’s Talk in English (RC) 17
Men In Retirement 98
Transition to Retirement 33
Senior Club 12
Women in Retirement 129
Prime Time Book group 11
Four Things that Matter Most 9

Volunteers 375
GrandPals (with children in 4 schools- 15 classes) 110
   with 250 children
   Orientation 76, Luncheon 90
HomeFriends 16 matches
Instructors 18
EF Instructors 24+28
EF Steering Committee 18
Board members 20
Office Assistants 19
Computer 9
IT 2
Tax Aides 6
SHIP 1
Development 34
Holiday party 15
Fall Conference 27
Flu-Health 26

Volunteer Groups:
   Stony Brook Garden Club
   Bloomberg
   PU Students BOA/Merrill Lynch
   Home Care Assistance J&J-Janssen
   Grocery Haulers Stuart School
   Akin Care AdVoCate
   HomeWatch Caregivers
   Princeton Cross Cultural Education Services

Staff: 6 Full Time, 9 Part Time
Independent Contractor Instructors: 13

Publications
Community Resource Guide only online now
5308 Monthly Print Newsletter
2866 weekly e-News
PSRC Website: princetonsenior.org
Facebook
E-blasts

**Community Presentations**
Princeton HealthCare geriatric care team
Princeton Council
Princeton Clergy Association
Pennwood Village
Elm Ct/Harriet Bryan House
Tenacre

**Community Involvement**
Princeton Age Friendly Community Task Group
Princeton Transit Committee
Princeton Elderlife Council
Community Without Walls
New Jersey Foundation for Aging Conference
Caring Connections
Municipal Management Team
Princeton Healthcare Geriatric Advisory Council
Princeton Clergy Association
Mayor’s Wellness Campaign
Conversations of a Lifetime
Welcome America - Princeton
Mercer-Princeton Executive Director’s Collaborative
AARP Livable Communities

**Collaborative Partners - organizations and businesses that helped with programs**
AARP
Acorn Glen
Alzheimer’s Association
Arthur Firestone
Bank of America-Merrill Lynch
Bear Creek Assisted Living
Bloomberg
Buckingham Place
Capital Health
D&R Greenway
Dave Saltzman Insurance
Digital Doc
Family Guidance Center – SHIP
Financial Answer Place – Elly Szymanski
Gayle Crist
Greater Mercer TMA - Ride Provide
Homewatch Caregivers
Hopewell Memorial Home
Insight Financial
Jane Gore
John George PhD
Judith Robinson
Lekha Tull DDS
Linda Madane
Linda Rickard
Lyft
Mayor’s Wellness Campaign
McCaffrey’s
McCarter Theater
Mercer County Nutrition Program
Morris Hall Meadows
Morven
Municipality of Princeton
New Jersey Center for Sexual Wellness
New Jersey Healthcare Quality Institute
Oasis Senior Advisors
Presbyterian Church of Lawrenceville
Princeton Community Housing
Princeton Friends of Open Space
Princeton Friends of Opera
Princeton Health Department
Princeton HealthCare Systems
Princeton Housing Authority
Princeton Public Library
Princeton Public Schools
Princeton Recreation Department
Princeton Symphony Orchestra
Princeton Theological Seminary
Princeton University
Princeton University Concerts
Pro Bono Partnership
Progressions Physical Therapy
Scott Bloom Law
Senior Care Ministry
Senior Club of Princeton
Stony Brook Garden Club
Stony Brook Millstone Watershed
Trinity Counseling
Van Dyck Law – Fiona Van Dyck
Ying Hua International School

**Foundation Grants**
Berkshire Hathaway Fox Roach
Bloomberg
Curtis W. McGraw Foundation
David Mathey Foundation
Janssen
PNC
Princeton Area Community Foundation
Rummel Foundation
Unitarian Universalist Congregation Princeton
Wellcare

**Annual Sponsors**
Acorn Glen
Bear Creek Assisted Living
Buckingham Place
Homewatch Caregivers
LIFE St Francis
Merwick-Windsor Healthcare
Oasis Senior Advisors
Progressions Physical Therapy

**Corporate Sponsors of Events**
AW Martin Construction, Inc
AARP NJ Office
Acorn Glen
Akin Care
Always Best Care
Artis Senior Living
Baxter Construction
Bear Creek Assisted Living

11/6/2017