

## GRANT PROPOSAL

- We **connect people who care with causes that matter, so their philanthropy makes a difference now & forever.**
- We are a **collection of Field of Interest & Donor Advised Funds** with **@\$3.5M granted annually** to nonprofits in Chester County & beyond.
- **99%** of our grants are made by our generous Fund Advisors, who make grant decisions all year.

**Proposals submitted by nonprofits are considered for 2 types of grants:**

### Field of Interest & Donor Advised Funds

- ◇ Grants **focus on Chester County** causes & issues, but are not limited to Chester County.
- ◇ Charitable nonprofits working **in all fields of interest** are considered for grant awards. (I.e. arts, culture, & humanities; education; community improvement;

### Fund for Chester County Capacity

- ◇ For eligibility in this grant program, nonprofits must be **located in & serve Chester County**. NPO's with budgets of \$500,000 or less are given preference.
- ◇ The goal of capacity building grantmaking is to **strengthen the effectiveness of NPO's serving the Chester County**

- Use this form @ [www.chescof.org](http://www.chescof.org) to apply online for grants from all Community Foundation Funds.
- **Email proposals to [grants@chescof.org](mailto:grants@chescof.org)**
- Proposals are considered "complete" when CCCF has **confirmed** receipt of the **Grant Proposal Summary Sheet, Narrative & Attachments**.
- Proposals are shared electronically and online with Fund Advisors, Donors & Grant Panels.
- Per IRS Regulations, applicants must be charitable, tax exempt organizations with 501(c)(3) certification & cannot be individuals.

Please contact Grants Administrator **Kevin Baffa** at **(610)-698-8211** or [grants@chescof.org](mailto:grants@chescof.org) with any questions.

# I. CHESTER COUNTY COMMUNITY FOUNDATION GRANT PROPOSAL SUMMARY SHEET

**One page only.** This page will be shared electronically with Grant Panel Members & Fund Advisors.

Note: If Philanthropy Network's Common Grant Application is used, CCCF's **Summary Sheet MUST accompany application.**

To obtain an electronic version of this application, visit [www.chescocf.org](http://www.chescocf.org)

Date

## Contact Information

Organization Name: Decade to Doorways  
Address: 601 Westtown Rd. Suite 365, West Chester, PA  
19380  
Phone: 610 344 6900  
Website: [decadetodoorways.org](http://decadetodoorways.org)  
Year Incorporated: 2012  
FEIN:

ED/CEO Name: Robert Henry  
ED/CEO E-mail: [rhenry@chesco.org](mailto:rhenry@chesco.org)  
Board Chair Name: Kelly Raggazino  
Board Chair Approval (check here):   
Primary Contact Name:  
Primary Contact E-mail:

## Organization Information:

### Field/s of Interest:

Arts, Culture & Humanities       Environment/Animal Welfare       Education  
 Health       Human Services       Religion

**Mission:** The mission of Decade to Doorways is to maximize current resources and develop new ones, making them as efficient and useful as possible with the end goal of preventing and ending homelessness in Chester County.

**Geographic Area Served** (If not all of Chester County, specify primary Chester County regions served): Chester County

**Describe Population Served & Annual Number of People Served:** People Experiencing Homelessness and Housing Instability, 522

**Annual Budget** \$ 115,893.22

<u>22</u> % of budget for program expenses	<u>2</u> # of Full-Time Equivalent Paid Staff
<u>78</u> % of budget for administrative expenses	<u>12</u> # of Board Volunteers
<u>0</u> % of budget for fundraising expenses	<u>21</u> # of Active Non-Board Volunteers
<small>100 % total</small>	<u>197</u> # of Volunteer Hours

### Top 3-5 funding sources:

Federal Government, State Government, Local Government, Individual Donors, and Foundations

**Is this grant proposal for:** Capacity Building  or General Operating ?

### If Capacity Building Proposal, the focus is:

Mission, Vision & Strategy     Governance & Leadership     Partnerships & Collaborations  
 Fundraising, Development & Marketing     Technology    Other: \_\_\_\_\_

**Grant Amount Requested from the Community Foundation:** \$ 10,000

### Proposal Summary:

## II. CHESTER COUNTY COMMUNITY FOUNDATION GRANT PROPOSAL NARRATIVE

*Provide clear, concise information. 3 pages maximum.*

### 1. Nonprofit's history, goals, key achievements & distinctiveness

The Decade to Doorways (D2D) Partnership became operational in 2013 to oversee implementation of the goals of the plan and to lead coordination of efforts to prevent and end homelessness in Chester County. The D2D Partnership continues to move forward in its goal to make homelessness rare, brief, and non-recurring, while complying with best practices and federal guidelines. Recent strategic planning efforts have identified the need for written, uniform Coordinated Entry System policies and procedures, including Call Center and Street Outreach services, for the D2D homeless crisis response system.

Decade to Doorways is a partnership and community based collaborative that strives to end homelessness in Chester County by actively promoting access to safe housing without discriminatory prerequisites or conditions. The D2D Partnership views housing as a foundation for progress and success. The D2D Partnership is distinctive in that it is the only cross-sector collaborative that includes public government, private organizations, corporations, community members, and people with lived experience that addresses homelessness in Chester County.

The Chester County Department of Community Development (DCD) is designated as the Continuum of Care lead agency and serves as administrative staff for the D2D Partnership. The D2D Operational Plan outlines a systems change approach, aligning all sectors of the community in a coordinated response to prevent and end homelessness in Chester County by shifting from a system that manages homelessness to a system that diverts, prevents, and rapidly re-houses, with recognition that housing is a human need and a right. Prior to D2D's inception in 2010, the annual Point in Time (PIT) count of people experiencing homelessness was 745. In 2019, this number was 517, representing a 30% decrease in people experiencing homelessness in the county.

### 2. Funding request

#### • Description of key initiatives

The D2D Partnership has been working with Capacity for Change LLC (CFC), a nationally recognized consultant, since 2019 to redesign and improve Chester County's Coordinated Entry System (CES) for homeless individuals. This comprehensive effort resulted in the creation of a new CES model. Chester County's CES now includes a 211 Call Center, available 24/7, and a designated Street Outreach team. In 2021, D2D and CFC will continue its partnership to create a recommendation report of strategic changes to enhance D2D's public-private partnership to end homelessness. The strategic changes in the recommendation report will position the D2D Partnership to be more effective and inclusive in cross-sector coalition building, which will advance initiative goals and leverage public-private sector funding support. The D2D Partnership analyzed data related to racial disparities within our CES and is working towards creating fair and equitable service delivery for underserved and vulnerable populations. With CFC's assistance we will develop community prioritization standards to ensure that clients are matched with resources based on their needs with the end goal of stable housing. The D2D Partnership will continue to

monitor data trends within the CES to identify areas of disparate treatment and inequity in service delivery.

A critical outcome of this venture is establishing formalized D2D written standards including policies and procedures for the CES. With CFC's expertise and guidance, these policies and recommendations will be compiled and adopted as the D2D Partnership's 2023-2027 Operational Plan. Through the guidance of CFC, the D2D Partnership will be more aligned with a Housing First approach, U.S. Department of Housing and Urban Development (HUD) policy requirements, best practices, and previous recommendations made by the National Alliance to End Homelessness. In total, these changes will lead to a more coordinated, person centered, and performance driven service delivery that will be more effective at preventing and ending homelessness.

- **Specific needs & issues to be addressed**

The D2D Partnership is collaborating with CFC, a strategic planning consultant that helps agencies achieve ambitious goals through exceptional plans, improved management capacities, enhanced governance, effective marketing, and a deep understanding of the organization's impact and potential for the future. Through this partnership, Capacity for Change will help the Decade to Doorways Partnership align to a Housing First approach, HUD policy requirements, U.S. Interagency Council on Homelessness (USICH) best practices, and enact previous recommendations made by the National Alliance to End Homelessness. CFC will facilitate the development, design, and implementation of the Decade to Doorways Coordinated Entry System as well as create, write, and deliver revised policies and procedures. Capacity for Change will also provide technical assistance in the form of training, capacity building, and quality improvement strategies.

This strategic planning exercise will allow the D2D Partnership to maximize the use of the County's new Coordinated Entry System and the data it will generate related to system strengths, challenges, and unmet needs. The D2D Partnership and the Coordinated Entry System will be supported by an equitable, inclusive and effective cross-sector partnership positioned to mobilize community support. This will result in additional private funding contributed directly to housing and homeless service providers. Through the creation and adoption of the 2023-2027 Operational Plan, CFC will assist D2D's implementation efforts to increase its system-level capacity building which will place The D2D Partnership in stronger position to become a Housing First community and end homelessness.

- **Why it is important to fund this now**

Since the start of the COVID-19 pandemic, the D2D CES has seen an increased demand for person-centered, innovative interventions and effective coordination of services to address homelessness and housing instability. In March of 2020, the CES received 189 calls related to housing and shelter requests; however, since Governor Wolf's stay at home order, the reopening of the county, and public health safety measures, that number climbed steadily till reaching its peak in October 2020 with 643 calls. In order to address the new challenges and needs that the COVID-19 pandemic has placed on the D2D CES and people experiencing homelessness, CFC created an 18-month Response and Recovery Plan through a series of community interviews and working sessions. CFC will guide the implementation of the 18-month Response and Recovery plan, which will build the D2D Partnership's resilience in achieving the goal of preventing and ending homelessness.

D2D and CFC have outlined a scope of work for consulting services that will allow this partnership to continue into 2022 to assist in the development of the D2D 2023-2027 Operational Plan and the implementation of the 18-month Response and Recovery Plan. CFC has examined the D2D governance and committee structure via a series of in person and telephone interviews with the chief executive/appropriate leaders of D2D's partner organizations to gather insights for the development of the 18 month Response and Recovery Plan. These interviews will also inform the design, writing, and delivery of written standards for CES programs and the future 2023-2027 Operational Plan.

CFC will leverage the development of written standards for program-level policies and practices that ensure more coordinated, Housing First, person-centered, performance-driven service delivery. Using the new CES data will allow the D2D Partnership and CFC to more accurately assess system strengths, challenges, and unmet needs. CFC's expertise will also inform a more equitable, inclusive, and effective cross-sector partnership positioned to mobilize community support and private funding for direct services (contributed directly to service providers) and system-level capacity building. These efforts will contribute to D2D's fund for research, training, and pilot projects.

Ultimately, CFC will facilitate the creation of the D2D 2023-2027 Operational Plan, which will provide a framework for the D2D CES to end homelessness. The Operational Plan will include a series of strategic goals, outcomes, and specific actions for D2D, in effort to replicate national best practices and enact meaningful changes to its homeless system.

- **How impact & results will be demonstrated**

CFC's strategic consulting services will produce written standards including policies and procedures for all program types and specific standards Coordinated Entry, Street Outreach, Homeless Prevention, Emergency Shelter, Transitional Housing, Rapid Re-Housing, and Permanent Supportive Housing. CFC will also create a governance charter targeting board structure, function and composition, in addition to the 2023-2027 strategic Operational Plan. This plan will ensure that the D2D Partnership is closely aligned with a Housing First Approach, HUD policy requirements, USICH best practices, and previous recommendations made by the National Alliance to End Homelessness. Key impact indicators for D2D will include ending chronic homelessness, reducing length of time individuals and families' experiences homelessness, increasing the number of landlords participating in the housing programs, and ensuring consistency in the quality of case management throughout the coordinated entry system. Ultimately, impact will be measured by making homelessness rare, brief and non-recurring.

### III. ATTACHMENTS

*E-mail or mail this support information*

1. Copy of 501 (c) (3) federal tax-exempt letter
  2. List of Board of Directors, with their affiliations
  3. Most recent annual report & financial statement, audited if available
  4. Itemized organizational operating budget with actual results for prior fiscal year & current fiscal year to date
  5. If capacity building initiative, itemized budget (including external consultant's proposal, if applicable)
  6. Current strategic plan. If your nonprofit does not have a current strategic plan, explain why.
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*Connecting people who care with causes that matter,  
so their legacies make a difference.*

## WHAT IS CAPACITY BUILDING?

**Capacity building helps bring a nonprofit to the next level of operational, programmatic, financial, or organizational maturity, in order to more effectively & efficiently fulfill its mission.**

Capacity building may include (but is not limited to) projects which address:

- **MISSION, VISION & STRATEGY**  
Organizational Assessment - Strategic Planning - Financial Planning
- **GOVERNANCE & LEADERSHIP**  
Board Development - Executive Transition/Succession Planning - Leadership Development - Staff Training & Professional Development
- **PARTNERSHIPS & COLLABORATIONS**  
Coalition Building – Collaboration - Mergers & Acquisitions - Strategic Restructuring
- **RESOURCE DEVELOPMENT & MARKETING**  
Major Gift Donor Identification, Cultivation, Development & Stewardship - Development Campaigns (Annual, Capital, Planned Giving) - Earned Income Development - Social Enterprise Feasibility & Development - Marketing, Branding & Communications
- **TECHNOLOGY & OPERATIONS**  
Business Continuity Planning - Financial Management - Human Resources - Volunteer Management - Industry Certification - Risk Management - Technology Improvements