

GRANT PROPOSAL GUIDELINES

- The Chester County Community Foundation **connects people who care with the causes that matter**, so their philanthropy makes a difference **now & forever**.
- We are **a collection of Field of Interest & Donor Advised Funds** with **\$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 (No Deadline)

- ◇ 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; environment; religion; health; & human services)
- ◇ **General operating** grants are encouraged. Nonprofits should be specific about their mission, goals, & measurable outcomes.
- ◇ Proposals can be submitted **anytime all year**.
- ◇ Grant decisions are made **intermittently** all year, as Fund Advisors desire.
- ◇ Grant **awards** typically range from **\$500-\$7,500**.

Fund for Chester County Capacity Building Grants (Due 9/13)

- ◇ For eligibility in this grant program, nonprofits must be **located in & serve Chester County**.
- ◇ Nonprofits **budgets** must be **\$500,000 or less**.
- ◇ The goal of capacity building grants is to **strengthen the effectiveness of NPO's serving the region**, see page 4 for more details on the areas including:
 - Mission, Vision & Strategy
 - Governance & Leadership
 - Partnerships & Collaborations
 - Operations & Technology
 - Fundraising, Development & Marketing
- ◇ Proposals submitted between **July 1 - Sept. 13** are eligible for consideration.
- ◇ Grant **awards** typically range from **\$500-\$5,000**, with monies distributed by **February**.

- Use this form @ www.chescocf.org to apply online for grants from all Community Foundation Funds.
- **Email proposals to grants@chescocf.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@chescocf.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

Date. 8/30/23

Contact Information

Organization Name: The Graystone Society
 Address: 76 South 1st Avenue, Coatesville, PA 19320
 Phone: 610-384-9282
 Website: www.steelmuseum.org
 Year Incorporated: 1984
 FEIN: 222-2601403

ED/CEO Name: James Ziegler
 ED/CEO E-mail: execdir@steelmuseum.org
 Board Chair Name: Scott Huston
 Board Chair Approval (check here):
 Primary Contact Name: James Ziegler
 Primary Contact E-mail:
execdir@steelmuseum.org

Organization Information:

Field/s of Interest:

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

Mission:

While the Graystone Society was founded in 1984, its educational mission was greatly expanded after the Society established the National Iron & Steel Heritage Museum (NISHM) in the early 2000s. The museum is open to the public six days a week, and its school programs, historic house tours, exhibits, and displays of steel products help to preserve and interpret what has been described as one of the nation's and Pennsylvania's great stories of enterprise and innovation. Indeed, NISHM's importance is recognized in a county-wide initiative called the Iron & Steel Heritage Partnership, which highlights Coatesville and the nearby "forge & furnace" region of Northern Chester County.

Our educational mission is to serve all ages and interests through a variety of NISHM exhibits and outreach programs. While our focus is on explaining the historical significance of the iron & steel history of Coatesville as well as colonial Chester County, and southeastern Pennsylvania, our mission includes historic preservation initiatives, promoting community and educational alliances, and fostering pride in our shared heritage.

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

Our immediate community is the city of Coatesville and the surrounding townships of Valley, Caln, East Fallowfield, and West Bradford. However, many of our visitors come from throughout Chester County and the state. Our use of advertising venues such as "Discover Lancaster County" also helps to bring visitors from out of state.

Describe Population Served & Annual Number of People Served:

The Graystone Society serves a diverse population including Coatesville natives, former Lukens Steel Co. employees, and Chester County residents, who come to our special events and lectures. Through the Society's museum component, NISHM, a wide range of people take our guided tours (or self-guided tours) to see the historic homes and mills that comprise the Lukens National Historic District. The museum is open for tours six days a week, from 10 to 4 p.m. We regularly update our admission records and now average close to our pre-COVID levels of about 5,000 visitors a year, making NISHM one of the top five most visited museums in Chester County.

Annual Budget \$639,650 _____ 3 # of Full-Time Equivalent Paid Staff
 56 % of budget for program expenses 12 # of Board Volunteers
 38 % of budget for administrative expenses 20 # of Active Non-Board Volunteers
 6 % of budget for fundraising expenses 1,600 # of Volunteer Hours
 100 % total

Top 3-5 funding sources:

The Stewart Huston Charitable Trust, The Huston Foundation, Historic Huston Properties, Sponsors, Annual Appeal and Memberships.

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: \$ 5,000

Proposal Summary:

We are seeking funds in order to continue a first-of-its kind free digital curriculum that blends the study of historic preservation, social studies, science, and American history – lessons based on the collections, exhibits, and artifacts in our museum and Historic District – and to complete a web site organized into lesson plans that will serve as free resource for teachers across the country to use in their classrooms. The prototype site, developed by Miller Designworks, was finished last year but the site is not “live” and funding is needed to complete the next design phase.

Building on our successful in-person version of the program for high school students in the Coatesville School District, as well as students from area colleges, the first phase of a new educational web site focused on lesson plans and educational materials for middle school students. We selected this school group for a reason (described elsewhere in this application) and most of our initial work went into revising lesson plans and museum content in direct response to the Pennsylvania Department of Education’s Standards for Education. We hope to not only build a network of teachers across the state, we feel that our plans for a digital curriculum is an ideal way to develop lifelong skill sets based on the “building blocks” of education such as reading, writing, math, as well as strengthening methods of analyzing (e.g. compare /contrast).

In addition, the prototype is currently limited to lessons divided into historical thinking (e.g. Pennsylvania’s Quaker heritage), scientific thinking (physics and engineering examples such as steel making), and artistic thinking (design and architecture). The two educators currently involved in the project, John Wickman, a former Lukens metallurgist who also had a long career in public education after he left Lukens, and Lisa Doan-Harley, Ed.D., of Coatesville Area School District meet regularly, as volunteers, to develop the digital curriculum.

Incidentally, Dr. Doan-Harley serves on Graystone’s board, but she is also familiar with our education mission. She developed a popular one-year high school course, Historical Research & Preservation, and, along with another educator, has offered it for several years to students in her school district. The historic homes in the Lukens National Historic District have been a key part of her classroom outreach, giving students a chance to see period homes that reflect America’s architectural progress, as well as the Lukens/Huston family’s own prosperity in the iron & steel industries.

We also have a full-time staff member who serves as our digital manager and is providing Miller Designworks with the hundreds of historic records, old photographs, and other material, much of it accessed through the digital archives of the Hagley Museum and Library in Delaware.

**II. CHESTER COUNTY COMMUNITY FOUNDATION
GRANT PROPOSAL NARRATIVE**

Provide clear, concise information. 3 pages maximum.

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

The Greystone Society, is a nonprofit charitable organization founded in mid-1980s in part to obtain and restore a former Lukens family home. The Society was incorporated in 1984 and oversaw a small museum area in one room of what was then Coatesville's City Hall, which had been housed in the 1881 Graystone Mansion since 1939. The Society's first real estate acquisition was the 1850 Gothic Country home "Terracina" in 1985. At the time, the house had recently been occupied by family members but still needed extensive renovations as well as furnishing to serve as a museum house and the Society's headquarters. The house, a rarity in the area, is now complete with period décor on two floors and is open to the public. It is one of at least nine stops for visitors on the Society's extensive grounds. The structures, as well as the specimen trees and shrubs, were designated a National Landmark District in 1994.

Today, the Lukens National Historic District is exceptional in its cohesiveness in telling its historic narrative – the entire history of iron and steel in America can be interpreted all within walking distance. In addition to the historic homes, visitors can envision the former footprint of steel & iron works community including the former company store, a tenant house (company housing dates to Rebecca Lukens time), and the original narrow-gage train line that carried products throughout the complex. Perhaps the most unique aspect of the Historic District are the mill buildings built by the U.S. Navy at the onset of World War 11 and the fact that, within view of the District, the steel company, Cleveland-Cliffs, Inc. is still producing steel. One of the automated displays, in fact, includes a model of the 1917 rolling mill (once hailed as an unprecedented mill capable of rolling the world's widest steel plates) that is still in use today. Because of this and other factors, visitors are told that they are told that NISHM and the Historic District are part of the oldest continually operating steel mill complex in North America.

2. Funding request. **(Please see the attached additional pages)**

- *For capacity building grant proposals:*
 - *How will this capacity building initiative impact your nonprofit?*
 - *How will this impact be measured?*
 - *Include a description of the expected activities; timeline & costs to implement the initiative. If external consulting services are required, include the anticipated costs & expertise of the consultants to be hired. Include external consultant proposals if applicable.*

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

Funding request from the Graystone Society's National Iron & Steel Heritage Museum (NISHM) in Coatesville. **Continued.**

Description of key initiatives

Our key initiative in seeking "Capacity Building" funds is to finally complete a new educational web site focused on downloadable lesson plans and resource materials for teachers (and their students in middle school grades). The Graystone Society has long wanted to have such a venue, but our budget in programing has sadly been insufficient.

In addition to online story narratives illustrated with photos, our museum content will align with State of Pa. core standards and will focus on lessons in the STEAM fields (science, technology, engineering, the arts, and mathematics). Since much of the digital curriculum will draw on our current museum content such as videos, photos, and records relating to the history of the Coatesville steel community and labor relations (to use two examples), we define the ever-changing STEM fields to include the social sciences and economics. Two examples of the latter include lessons plans (with suggested classroom activities and questions) that are currently underway: they are "Women in Steel: Rebecca Lukens to Rosie the Riveter and Beyond" and "Company Housing: Carver's Court" (a Coatesville housing complex built in 1944 for Black Lukens workers, now on the Historic Register).

Specific Needs & Issues Addressed:

As our (attached) strategic plan suggests, we are committed to developing a new interpretive plan for the Museum (NISHM) and the Lukens National Historic District that is in keeping with today's emphasis on digital platforms and reaching diverse audiences. Our planned digital curriculum is an important step in that goal, but we are seeking much-needed funding, knowing that such work requires expert consultant work and professionals in developing educational web sites.

In addition to state educational standards, our project aligns closely to the "Museums for America" criteria established by the Institute for Museum and Library Services such as lifelong learning, community engagement, and collections stewardship & access.

While we hope to eventually extend the digital curriculum program to high school students, our current focus on the middle school grades is especially relevant today. For students, middle school is considered to be a critical time personally (often the onset of puberty) and academically (e.g. typically it is a time for new testing and larger classes). According to a 2018 study by the National Assessment of Educational Progress, only 15% of eighth graders are proficient in standard coursework such as U.S. history, but they are also at high risk for disengagement. In other words, middle school is generally the time when students decide they want to continue to engage in academic learning through high school.

Why it is important to fund this now?

Like many museums and historical societies and organizations, the Graystone Society and its educational component, NISHM, were drastically challenged by the COVID shutdowns of recent years. Due in part to new communication staff and increased museum hours, NISHM has increased its number of visitors to nearly pre-pandemic levels. However, the number of visiting school groups has remained static and so the Society conceived the digital curriculum as a new form of outreach.

How impact & results will be demonstrated

In the end, we believe the impact and results will be seen first in the Coatesville School District's increased connection with our museum as well as the Graystone Society's outreach events. While it will be difficult to gage immediate improvements in student testing as it relates to the state's standards in education, we hope that by building a network of teachers who have access to our digital curriculum, we can stop the post-pandemic shift away from museum-based learning. In other words, by creating an online resource that will promote the record-and-object-based education pedagogy of museums, schoolteachers will have a ready means of developing new lesson plans – and eventually future curricula based on new types of thinking and learning styles that will inspire a more active and engaged citizenry.

Additional answers: How will this capacity building initiative impact your nonprofit?

Although the Graystone Society has long relied on outside groups and committees to help us with various educational projects such as the National Iron & Steel Hall of Fame (also several timelines now posted on NISHM's web site), our digital project is an entirely new concept. We suspect the project will help us in the future when we plan interactive displays in our restored 1942 mill and motor house.

We also hope that easy-access to our online resources will strengthen our current connections to our local schools, but also serve to "level" the educational field by attracting both the under-served Coatesville School District and the acclaimed districts such as Downingtown and Unionville-Chadds Ford.

Our educational web site will have links to NISHM's web site and so it will certainly expand our audience since the site will be visible to more people.

Expected activities and costs, etc.

As for the timeline and costs of our proposed project, we are currently working with the attached proposal developed by our consultant, Miller Designworks. More about them can be found here (millerdesignworks.com), but for our purposes, we were impressed with the firm's work creating "heritage" kiosks for the Chester County Planning Commission and especially the photographic displays and story-filled narratives relating to Chester County's history that is installed at the Brandywine Valley Visitors Center at Longwood.

In the first phase of development, Miller Designworks completed two home page design examples and lessons plans. One home page example that is currently being reviewed is especially appealing because it's easy to read and includes rare photos that tell the story of Rebecca Pennock Lukens as the "first female industrialist," and her life as a Quaker, including the Pennock family's involvement in the Underground Railroad.

The total cost to make the site "live" will be around \$14,000. However, we hope that a \$5,000 grant can be applied to completing an important next step: the website coding and production. Again, we are applying to the Chester County Community Foundation's grant program because we feel our project not only perfectly fits your "technology improvements" criteria but because your funds have supported similar nonprofits and community-based organizations. At the same time, we feel that Graystone Society, a Coatesville institution, would greatly benefit from an association with the Community Foundation and funding will give us recognition as an educational nonprofit, not merely a museum about the history of iron and steel.