

## 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](http://www.chescocf.org) to apply online for grants from all Community Foundation Funds.
- **Email proposals to [grants@chescocf.org](mailto: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](mailto: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](http://www.chescocf.org)*

Date 2/12/2024

### Contact Information

Organization Name: Kennett Area Community Service  
 Address: 136 W. Cedar Street, Kennett Square, PA 19348  
 Phone: 610-925-3556  
 Website: [www.kacsimpact.org](http://www.kacsimpact.org)  
 Year Incorporated: 1954  
 FEIN: 23-2215441

ED/CEO Name: Leah Reynolds  
 ED/CEO E-mail: [leah@kacsimpact.org](mailto:leah@kacsimpact.org)  
 Board Chair Name: Christine Prisco  
 Board Chair Approval (check here):   
 Primary Contact Name: Leah Reynolds  
 Primary Contact E-mail: [leah@kacsimpact.org](mailto:leah@kacsimpact.org)

### Organization Information:

#### Field/s of Interest:

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

**Mission:** KACS' mission is to strengthen our community in southern Chester County through food, housing, crisis services and education. Our vision is a community without poverty where everyone can live well.

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

KACS serves people who reside in the Kennett Consolidated, Unionville-Chadds Ford, or Avon Grove school districts. Our housing services also cover residents living in the Oxford Area School District.

#### **Describe Population Served & Annual Number of People Served:**

KACS served more than 6,100 unduplicated individuals in the past fiscal year, an organizational high. Our services focuses on our community's poor and those in the ALICE category (Asset Limited Income Constrained Employed) who earn up to 350% of the Federal Poverty Level. 85% of those we serve live in poverty. About 85% of KACS clients are Hispanic, while 12% identify as non-Hispanic White and 3% as non-Hispanic Black. 8% of our participants are seniors (adults age 65+).

<b>Annual Budget</b> <u>\$3,503,097</u>	<u>19</u>	# of Full-Time Equivalent Paid Staff
<u>84</u> % of budget for program expenses	<u>12</u>	# of Board Volunteers
<u>9</u> % of budget for administrative expenses	<u>180</u>	# of Active Non-Board Volunteers
<u>7</u> % of budget for fundraising expenses	<u>10,000</u>	# of Volunteer Hours
<i>100 % total</i>		

**Top 3-5 funding sources:**

American Rescue Plan Act (ARPA), \$83,896  
Chester County Department of Community Development, \$143,948  
United Way of Southern Chester County, \$112,360  
Donna M. Kletjian 2014 Charitable Lead Trust, \$69,549  
GSK Impact Award, \$50,000

**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:** \$ 7,500

**Proposal Summary:** KACS is requesting general operating support to help us expand during a pivotal time in our history. Our traditional services, the Kennett Food Cupboard and Emergency Assistance Program, are experiencing historic highs in demand. At the same time, we are investing in several innovative programs intended to foster longer-term positive impact on the people we serve, including a New Housing Initiative (to create more affordable housing options in our service area) and an expanded Getting Ahead program (with additional Staying Ahead and financial literacy modules). Finally, we are launching a campaign to support the building of a new home for KACS on Cypress Street. This site will allow us room for our current programs to adapt to rising demand, provide space for Getting Ahead education and partner collaborations, and create a food distribution center in partnership with the Chester County Food Bank. We appreciate your consideration of support for KACS at this exciting time.

## II. CHESTER COUNTY COMMUNITY FOUNDATION GRANT PROPOSAL NARRATIVE

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

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

KACS has served southern Chester County for 70 years, starting by collecting holiday food baskets for low-income families in Kennett Square. Today, our best-known programs provide food and housing assistance to low-income families. However, KACS is developing additional programs intended to help families build long-term financial stability and solve systemic problems causing poverty in its service area. These include Getting Ahead, an educational program designed to help low-income individuals permanently rise out of poverty, and our New Housing Initiative, a program intended to permanently increase the stock of affordable housing options in our service area so that families of all income levels can live and work here. Our short-term goal is to ensure that no one in our community goes hungry or homeless. Our longer-term goal is to address systemic poverty by working with all community stakeholders to reduce the barriers to economic stability.

### 2. Funding request

- **Description of key initiatives**
- **Specific needs & issues to be addressed**
- **Why it is important to fund this now**
- **How impact & results will be demonstrated**
  
- *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.*

KACS' Kennett Food Cupboard is the heart of our work. The Food Cupboard provides food and essential staples each month to food insecure households. The Food Cupboard is open three days a week, and families may come to choose 5-7 days' worth of food for their family. Our site offers a supermarket-type layout, and clients choose their own items from an array of options in all food groups.

The Food Cupboard partners with a wide range of farms, businesses, and other nonprofits to ensure that we have a wide range of fresh produce, grains, and proteins on our shelves. In addition, we remain responsive to the specific food preferences of our community. As 85% of the families we serve are Latino, we make sure to stock the rice, beans, tortillas, and other staples they use frequently. The Food Cupboard is overseen by KACS staff but largely operated day-to-day by dedicated volunteers. Last year, 184 volunteers contributed more than 10,000 volunteer hours to KACS.

KACS works to ensure that our community's seniors have access to quality food, partnering with low-income senior living center Luther House and the new low-income housing center

Red Clay Manor to bring healthy food to residents there. Our Meals on Wheels program delivers food to homebound seniors living independently. We also maintain several Little Free Pantries across our service area, stocked by volunteers and residents, where people can donate what they can and take what they need. Finally, our team distributes holiday gift baskets for Thanksgiving (529 in 2023) and the winter holiday season (720 in 2023).

Before the COVID-19 pandemic, the Food Cupboard served about 2,400 unduplicated individuals each year. This figure more than doubled from 2019 to 2020. Although the pandemic is now largely under control, food demand continues to increase as a result of inflation and very high food prices that strain families with low household budgets. Food prices increased by 11% in just one year, from 2021 to 2022 (U.S. Department of Agriculture). This dramatic increase translates directly to higher need for food support. Last year, our Food Cupboard reached an organizational high of 5,547 individuals served.

Our Emergency Assistance program has also seen rising need, as housing shortages and inflation combined to create extremely difficult circumstances for our lowest-income neighbors. In our service area, there are very few affordable housing options and many families who are unhoused. Many of the participants seeking Emergency Assistance from KACS are unsheltered or living in unsafe and unsustainable housing situations, including overcrowded apartments, rental units with mold, flooding, or other unsafe conditions, "crashing" temporarily with friends or family, or residing in trailers with no heat, cooling, running water, or electricity. Demand for housing assistance has risen sharply, from 1,282 people served in 2019 (pre-pandemic) to 1,737 served in 2023.

KACS offers several services intended to help families access affordable housing and prevent homelessness. Our staff provide case management, rental assistance, security deposit assistance, utility assistance, emergency hotel stays and crisis services. During the pandemic, KACS saw the number of people coming to us for assistance with housing needs increase by 50%, despite the federal moratorium on evictions. Because we serve a high number of Latino immigrants, many of our community members did not feel protected by this moratorium, nor did they have access to unemployment benefits, SNAP, stimulus payments, and other benefits that helped others to stay afloat through the pandemic. Despite the pandemic's decline, inflation and skyrocketing housing costs have caused demand for our housing services to rise sharply. The federal eviction moratorium has ended and families who cannot afford housing are now at real risk of homelessness. Our staff work intensively with every household to determine their needs and the best way to help them stay in stable housing that they will be able to sustain.

In May 2023, KACS was designated a Community Housing Development Organization, a status that makes us eligible for funding to play a larger role in homelessness prevention in southern Chester County. Our plan is to develop a portfolio of properties that KACS purchases and renovates to provide to our community as permanent affordable housing for low-income families. We expect to launch the program this fall with a donated property in Avondale and add an additional 1-2 properties each year. Over time, we expect to own and manage a number of properties that will help us make a long-term impact on the affordable housing landscape in our service area.

KACS also offers community members the opportunity to benefit from an intensive program called Getting Ahead, which is intended to equip individuals to permanently move out of poverty to stability and self-sufficiency. The Getting Ahead program ensures that the short-term support KACS offers with food security and housing is paired with a longer-term approach to changing lives and ending

generational poverty. In 2024, we will be adding new components to strengthen this program and create lasting changes in the lives of participants, including an ongoing Staying Ahead monthly group and financial literacy education.

KACS is working to accomplish some exciting things in the coming years. We are developing plans to build a new location on Cypress Street in Kennett Square that will empower us to serve as a regional food distribution hub for southern Chester County and make an even bigger impact on local hunger. Our current building is far too small for our needs and has been plagued with fire and flood issues. The time is right for us to move to a new home that sets us up for future growth.

The new location that KACS is planning will be a major step forward for the well-being of lower-income families in our community. The new space will enable us to expand our existing services, including food and housing assistance, as well as have dedicated space for Getting Ahead sessions. It will also include room for several community partners. We are building in space for much-needed services such as laundry and shower facilities for community residents who are not stably housed. A Campaign Committee, Campaign Finance Committee, and New Building Committee are all in place and meeting regularly to plan our new home and ensure that we raise sufficient funds for its construction and outfitting.

Through our combined services, KACS currently provides our service area with \$2.2 million of value annually to local residents. With a larger facility that will empower us to serve more people with additional partnerships and food distribution facilities, we will be poised to make an even bigger positive impact on our community. Your support at this pivotal time is an investment in the health and stability of southern Chester County.

KACS uses the CaseBuddy data system to track participant data across all of our programs. Our Director of Programs is responsible for assuring the quality of the data and for generating regular reports for both senior staff and Board. The Board of Directors' monthly report includes extensive data on our programs, including the number of unduplicated individuals receiving each of our services, the need for and utilization of various food supplies, and participant demographics. These figures are presented alongside the figures from the same month in the previous year for comparison, allowing us to track food prices and demand.

Our goals for 2024 are to:

- Provide at least 5,000 low-income individuals with healthy food to prevent hunger and malnutrition in our community.
- Serve at least 1,200 individuals with emergency assistance and housing services to prevent homelessness and strengthen household stability.
- Implement our New Housing Initiative with at least one additional housing unit to develop as permanent affordable housing.
- Provide at least 40 individuals with Getting Ahead education, offering Staying Ahead and financial literacy education to offer ongoing support for our participants' success.
- Launch a fundraising campaign to support the construction of a new facility for KACS that will position us to make a greater positive impact on the community we serve.

### 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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Please contact Grants Administrator Kevin Baffa at  
(610) 696-8211 [grants@chescof.org](mailto:grants@chescof.org) with questions.



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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