

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.

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

- 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 CCF 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) 696-8211** 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

Contact Information

Organization Name: Gateway HorseWorks
Address: 2045 Union Hill Rd Malvern, PA 19355

Phone: (484) 433-9911

Website: www.gatewayhorseworks.org

Year Incorporated: 2015

FEIN: 47-5474101

Kristen@gatewayhorseworks.org

ED/CEO Name: Kristen de Marco

ED/CEO E-mail:

Kristen@gatewayhorseworks.org

Board Chair Name: Basil Joy

Board Chair Approval (check here):

Primary Contact Name: Kristen de Marco

Primary Contact E-mail:

Organization Information:

Field/s of Interest:

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

Mission: Gateway HorseWorks incorporates horses for the mental health treatment of people.

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

Chester County and the Greater Philadelphia Area

Describe Population Served & Annual Number of People Served:

Gateway HorseWorks serves community members throughout Chester County and beyond who are historically most underserved and marginalized. Currently, our community programs (identified in parentheses below), serve Veterans experiencing homelessness and PTSd with the Coatesville and Philadelphia VA Medical Centers (*Galloping Home*); human trafficking survivors with the Salvation Army's New Day New Home program (*Unbridled Hope*); justice-involved and dependent youth with Chester and Montgomery Counties' Children, Youth, and Family Services and Juvenile Probation Offices (*Beyond the Barn*); families experiencing loss and grief with Penn Hospice (*Stable Connections*); justice-involved adults who are preparing for release from Chester County Prison Complex (*Stable Pathways*); people in recovery from addiction with the Chester County Department of Drug & Alcohol (*Breaking Free*); and youth in the School District of Philadelphia (*Leading the Way*). Over the past nine years Gateway HorseWorks has experienced exponential growth, now serving roughly 1000 participants each year.

Annual Budget \$ 656,446.00 _____ 3 _# of Full-Time Equivalent Paid Staff

49.1 % of budget for program expenses _____ 4 _# of Board Volunteers

12.5 % of budget for administrative expenses _____ 25 _# of Active Non-Board Volunteers

8 % of budget for fundraising expenses _____ 432 _# of Volunteer Hours

100 % total

Top 3-5 funding sources:

Berndt Family Foundation
The Germeshausen Foundation
The Neubauer Family Foundation
Caroline Alexander Buck Foundation
Anderson Family Foundation

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

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: \$__7500_____

Proposal Summary: Gateway HorseWorks (GHW) is a nonprofit organization that incorporates horses for the mental health treatment of people. In the United States mental health care is underfunded and inaccessible to many of our most systematically disenfranchised neighbors. In addition, solutions beyond traditional talk therapy models, such as those involving equine partners, are primarily offered as part of a costly, elite experience. Since 2015 GHW has worked to change this paradigm. Our vision is to provide meaningful access to mental health care—by means of sliding-scale, low-cost, or free treatment—wherever such access is lacking or difficult to obtain.

The modality we provide falls under the category of experiential therapy in that it involves experiences that center around horses and that enable self-development, self-regulation, and change through the incorporation of metaphors which resonate with everyday activities. The guiding principle is that such experiences lead people to internalize coping mechanisms and strategies cognitively, physically and emotionally. This modality is not only effective in addressing trauma and anxiety, but it also fosters belief in one's own capability for healing; it improves social skills and strengthens resilience through sensory and spatial stimuli experienced in a safe environment; finally, it contributes to bringing about motivation for change. Studies conducted on this form of therapy indicate that horses, as reacting sentient beings, present an opportunity for shaping beneficial attachment patterns; they contribute to developing a person's awareness of behavior patterns; reinforce a sense of control; and provide immediate and non-judgmental feedback. This form of therapy has proven effective in the mental health treatment of adults and youth impacted by the justice system, survivors of human trafficking, people in recovery, Veterans with PTSD, adolescents in residential treatment, clinical and nonclinical healthcare workers, bereaved children and families and, most recently, youth receiving emotional support in school. GHW provides a place where all people in our community have access to equine-assisted psychotherapy as a tool for growth, transformation, and recovery.

II. CHESTER COUNTY COMMUNITY FOUNDATION GRANT PROPOSAL NARRATIVE

Provide clear, concise information. 3 pages maximum.

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

Gateway HorseWorks (GHW) is a women-led organization founded in response to the need for more equitable, gender-responsive services in our community. In 2012, a Chester County Probation Officer approached Kristen de Marco, now GHW's Executive Director, describing a need for mental health treatments for justice-involved women. With this knowledge, Kristen adopted a new mission and founded GHW in 2015 to make equine-assisted psychotherapy (EAP) accessible to all.

As an organization committed to delivering transformative mental health care, GHW differs from similarly focused organizations in two ways: first, in its commitment to offer treatment to those in our community who are less likely to be able to access it or afford it and, second, in its employment of horses as healing partners. Among a handful of other organizations that rely on horses more narrowly (i.e. as mounted therapeutic interventions), GHW stands out not only for its being accredited by the Equine Assisted Growth and Learning Association (EAGALA), which created the global standard of Equine-Assisted Psychotherapy (EAP), but also for the broad range of community-centered services it provides to assist people who have experienced trauma. EAP's experiential nature provides trauma survivors, for whom talk-therapies are often ineffective, the opportunity to incorporate body-based, non-verbal communication into psychotherapy as a way to connect to themselves and those around them in new and profound ways. For trauma survivors who often experience alienation and disconnection from their own bodies and cognitive processes, the chance to safely engage with large prey animals, who share the experience of hypervigilance, becomes the pathway to re-embodiment and re-engagement.

GHW works together with our community partners, on an ongoing basis, not only to develop the critical outcomes that can meet specific needs of our clients and participants, but also as a reflexive practice to inform the delivery of our programs. While the model and standard of care remains consistent from session to session, the approach adapts to meet the needs of our clients (to capture clients' words, themes, and objectives for client-driven solutions) and our program partners (to overcome and troubleshoot logistical challenges, adapt curriculum, and identify growth points). Through our partnerships we are able to capture the quantitative and qualitative data that is most meaningful in each context for both our clients and the community organizations that support them.

The *Stable Pathways* program and the measurement tools that informed its implementation offer an example of one of GHW's key achievements. In this program we used the data acquired through an ongoing longitudinal study to advocate for its expansion and improvement. In 2015, the program was created for women in the Chester County Reentry Assessment & Programming Initiative to address anxiety, depression and hopelessness. At the time, one group of 6-10 women was transported to GHW farm facility for weekly sessions. But this presented logistical challenges for those women who were just released. To overcome this challenge, GHW worked tirelessly to begin offering client sessions on Chester County Prison Complex grounds. GHW successfully built a permanent pasture at the Pre-release Center in 2019. Our data indicates an 8% recidivism rate for program graduates five-years post-release, compared to a county-wide average of 18% by the first year, and a national average of 79% within five years. Because of such long-reported positive participant outcomes this once pilot-program has grown to a county-supported service, enabling GHW to serve 72 unique clients experiencing incarceration in 2023 alone. Due to *Stable Pathways*, the Chester County Prison was selected as the winner for the 21st Century Best Practices Awards in the Large Jail category by CCAP in part due to the impact of the *Stable Pathways'* program. Chief Murphy is quoted as saying that the Chester County Prison's partnership with GHW's *Stable Pathways* was their "greatest success" in programming available to support people during their

incarceration. Janine Quigley, Chair of the Committee on County Criminal Justice Systems for the 21st Century states, "The results have been incredible. It is clear that the program is having a positive effect on recidivism, and it can be shared and replicated in other counties so that our communities as a whole benefit." Reduced recidivism rates and the demonstrable improvement in depression for people experiencing incarceration motivates us to continue improving our program and confirms that equitable access to mental health care is a necessary goal.

2. Funding request

● Description of key initiatives

In the coming year, our organization will deepen our commitment to providing innovative mental health solutions by continuing to grow all of our programs:

- The *Stable Pathways* program's contract expanded by 46% for 2024. This has provided six-week treatment programs to over 100 people returning to the community after receiving innovative mental health care.
- The *Beyond the Barn* program for youth and caregivers has expanded beyond Chester County to include Montgomery County and Delaware County.
- The *Breaking Free* program for people in recovery will expand to provide retreats to recovery program providers who work at inpatient and outpatient facilities across Chester County to support their professional development and wellness; GHW is now providing weekly treatment sessions to people at Gaudenzia West Chester, a long term inpatient recovery center.
- The *Galloping Home* program has developed a ground-breaking curriculum with CMC VA staff psychologist, Dr. Marta MacDougall, to pilot a "non-responder" program serving Veterans with PTSD who have not responded to traditional, evidence-based treatment.
- The *Leading the Way* program, in partnership with the School District of Philadelphia (SDP), will expand in the 2024-2025 school year to work onsite at Fox Chase Farm (an urban agricultural school operated by the SDP near Elkins Park), aimed at increasing access to students inside Philadelphia. Not only will the LTW program serve more students receiving emotional support throughout the district, but with buy-in at the highest level by Dr. Dawson, the Deputy Superintendent, we plan to build a presence of highly trained mental health treatment teams to deliver staff retreats, comprehensive student mental health programs, alternative suspension programs, and career technical training programs aimed at increasing representation in this field of practice.

● Specific needs & issues to be addressed

As our programs continue to grow both within Chester County and beyond to fulfill the demand for innovative mental health care, it will soon become a priority to expand our herd and mental health treatment team so as to be able to provide our services to those who need them.

● Why it is important to fund this now

The prospect for exponential growth led our Board of Directors to develop a five-year strategic vision that laid out two urgent goals: improving the diversity of our field of practice and establishing the metrics against which we measure our success. With your support, we will be able to carry out the following:

Research: The large sample size of our clients allows for substantial data sample, which if set up correctly for future secondary analysis, will allow for collaboration with research partners or universities for publication.

Representation: Our partnership with the SDP, beginning with schools who enroll most economically disadvantaged and minority students, will allow us to implement career technical training for interested students who would begin to enter this field of practice at a rising rate, paving the way for more professionals of color among our ranks.

Reimbursement: Publication and collaboration with research partners would begin the path with insurance companies for meaningful reimbursement, ultimately driving access to this innovative mental health solution.

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

Since 2021, GHW began collecting pre- and post-treatment satisfaction surveys to better understand client experience and explore room for organizational improvement. Through surveys, we gain valuable insight into the most powerful aspects of our sessions, affirming the effectiveness of our treatment. In the coming year, too, we will collect clinically-established data through the Patient Health Questionnaire (PHQ-9), a self-administered, validated screening tool which measures depression and screens for suicidality. For example, when offered before the start and at the end of the Stable Pathways program for justice-involved adults, this questionnaire asks participants to score their experience of depression across nine criteria. Of the participants who completed both the pre- and post-questionnaires, those with Moderate or Moderately Severe Depression at the beginning all experienced a significant decrease to Minimal or Mild Depression at the close of sessions. This outcome affirms our belief that equitable access to mental health care is necessary to support people in all areas of our community.

In addition to this and client-specific outcomes' measurement, we will continue to collect treatment retention rates, attendance, session hours and the number of referrals and individuals served through the programs while monitoring individual treatment goals. Our mental health professionals document client progress through treatment notes and collect intake and discharge surveys.

In 2024, we expect:

- Stable Pathways: recidivism rates remain stable (below 9%) for participants
- Beyond the Barn: 60% of youth to complete the program, 75% not be rearrested within six months of completing the program, and 75% of youth not be placed out of home
- Breaking Free: 75% of people to complete inpatient treatment
- Galloping Home: receive grant funding to pilot the program with 30 Veterans over one year to see if the "non-responders" lower self-reported suicidality
- Leading the Way: 75% of students in the Pilot will improve their behavior as measured by discipline referrals and suspensions, 75% of students will improve their attendance as measured by % of days attended, 50% of students will demonstrate progress towards related behavioral IEP goals, and 50% of students will increase their time in general education after completing the pilot.

We have proven that we can meet and exceed these goals. In 2023, there were some impressive outcomes:

- Stable Pathways: recidivism remains low at 9%, well below the average of 79% nationally.
- Beyond the Barn: in fiscal year 2022-2023, 100% of the youth enrolled completed a full course of treatment, 92% had no rearrest within six months of completion of the program, and 100% were not placed out of home within six months of the completion of the program.
- Leading the Way: 100% of students who participated in Leading the Way improved their attendance, decreased the number of disciplinary referrals, and decreased the number of suspensions they received during the program period. All of the student participants either made progress on the behavioral goals outlined in their IEP or stayed the same. No one regressed.

Gateway HorseWorks is committed to continuing to make innovative mental health care broadly accessible in Chester County and beyond. As the mental health crisis deepens in our community, funding innovative mental health care is critical to Chester County's wellbeing. According to InsidePhilanthropy.com, "Mental health has huge implications for all Americans, one in five of whom experience such challenges each year. The implications are especially notable for African-Americans, LGBTQ youth, veterans and rural Americans facing marginalization and added stigma. Moreover, as a result of COVID's impact, recent reports suggest a staggering rise in the suicide rate, along with lesser forms of mental health and substance use disorders (collectively referred to as behavioral health). One study suggests upwards of 150,000 additional deaths in coming years." Mental Healthcare is a critical intervention to prevent such devastating loss. Gateway HorseWorks aims to be a leader in increasing meaningful access to mental healthcare for all in our communities locally and beyond.

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