


GRANT PROPOSAL GUIDELINES as of 10.1.25


Direct Service Programs & General Operations

No deadline for DAF proposals.
Deadlines announced thru the year
for Directed 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, such as:
 - Arts, Culture, Heritage
 - Education, Libraries
 - Environment, Animals
 - Health
 - Human Services
 - Social Justice, Civic Engagement
 - ◇ **General operating** grants are encouraged. Clear, succinct, compelling descriptions are appreciated: mission, aims, results & impact.
 - ◇ Nonprofits with **higher GuideStar ratings** receive stronger consideration. Update yours for free at <https://www.guidestar.org/>
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- ◇ Proposals can be submitted **anytime all year**.
 - ◇ Grant decisions are made **intermittently** all year, as Fund Advisors desire.
 - ◇ Grant **awards** typically range from **\$2,500-\$10,000**.

Capacity Building: Coping with Cutbacks

No deadline.
Proposals accepted anytime.
Reviewed 15th bi-monthly.

- ◇ Nonprofits must be **located in & primarily serve Chester County**.
 - ◇ Nonprofit annual **budget** must be **\$1M or less**.
 - ◇ The goal of capacity building grants is to **strengthen organizational ability to effectively achieve mission and become more sustainable** over time. Priority will be given to proposals that help nonprofits shift their paradigms to cope with challenges and changes. Areas of focus include:
 - **Scenario & Contingency Planning**
 - **Financial Modeling**
 - **Partnerships, Collaborations**
 - **Merger**
 - **Closure**
 - **Resource Development, Revenue Diversification**
 - Mission, Vision, Strategy
 - Board Engagement, Leadership
 - Marketing & Communication
 - Operations
 - Technology
- 
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 - ◇ Proposals are reviewed the 15th bi-monthly.
 - ◇ Grant **awards** typically range from **\$2,500-\$10,000**.

As you are aware, there is ongoing uncertainty around federal and state funding that significantly impacts nonprofit organizations. The Community Foundation is committed to supporting a strong and resilient sector, and we encourage all organizations to be proactive in their planning.

We strongly encourage every nonprofit to engage in scenario planning, examine cash flow projections and assess funding risks. We have seen nonprofits explore a variety of pathways forward, such as adapting program design, reducing or merging operations and significantly diversifying revenue streams.

Please contact Kevin Baffa, Grant Administrator or Stephenie Stevens, Grant Officer at (610) 696-8211 or grants@chescocf.org with questions.

*Connecting people who care with causes that matter,
so their philanthropy makes a difference, now & forever.*

HOW ARE GRANT DECISIONS MADE AT THE COMMUNITY FOUNDATION?

The Chester County Community Foundation **connects people who care with causes that matter**, so philanthropy makes a difference **now & forever**. With **400+ charitable funds** housed under one umbrella, a single proposal provides multiple pathways for nonprofits to be considered for funding. Nonprofits are encouraged to submit proposals **throughout the year**. Grant funds are awarded from multiple funding pools:

1. GRANTS FROM CCCF DONOR ADVISED FUNDS (DAFS)

- **Families and individuals** establish Donor Advised Funds—endowed charitable funds invested to provide a perpetual stream of earnings to fund nonprofit grants.
- Most DAF grants support **direct service programs and general operations**.
- DAF grant decisions are made independently by donors, sometimes with guidance from Community Foundation staff, and are awarded on a **rolling basis throughout the year**.

2. GRANTS FROM CCCF DESIGNATED ENTRUSTED FUNDS

- CCCF Designated Entrusted Funds are stewarded by volunteer grant panels and Community Foundation staff.
- We accept **Operating & Program Grants proposals year-round**; and from time-to-time issue special, focused Calls for Proposals as new funding becomes available.
- We accept **Capacity Building Grant Proposals year-round**; and from time-to-time issue Calls for Capacity Building Proposals as new funding becomes available. Capacity building grants are intended to strengthen the long-term effectiveness and sustainability of nonprofits serving Chester County.
- Grant panels review proposals and deliberate **monthly**.

DUE DILIGENCE

The Community Foundation is committed to making thoughtful, informed grantmaking decisions. To do so, our staff, donors, and grant panel volunteers:

- Review organizational and financial data via **GuideStar** (<https://www.guidestar.org>) and IRS Form 990.
- Review all submitted proposals, which are **publicly available** at <https://chescofcf.org/receive/find-active-grants/>.
- Conduct site visits, community research, and online research to better understand mission and impact.

Please note: In compliance with IRS regulations, applicants must be charitable, tax-exempt 501(c)(3) organizations; funding cannot be awarded to individuals.

TO APPLY

- To learn more, visit www.chescofcf.org
- Proposals are only accepted electronically. The format is online at <https://chescofcf.org/receive/apply-for-grants/>
- **E-mail proposals to grants@chescofcf.org**
- Proposals are considered “complete” when CCCF has **confirmed** receipt of the **Grant Proposal Summary Sheet, Narrative & Attachments**. Budgets and financials are important. Please include them.
- Proposals are shared electronically and on-line with Fund Advisors, Donors & Grant Panels.

Please contact Kevin Baffa, Grants Administrator or Stephenie Stevens, Grants Officer at **(610) 696-8211** or grants@chescofcf.org with questions.

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I. GRANT PROPOSAL SUMMARY SHEET

To obtain an electronic version of this application, visit www.chescocf.org

This page will be shared electronically with Grant Panel Members & Fund Advisors + posted online.

Date: March 11, 2026

Contact Information

Organization Name: Chester County Partnership to End Homelessness (CCPEH) ED/CEO Name: Robert Henry
 Address: 601 Westtown Rd, West Chester, PA 19382 ED/CEO E-mail: RHenry@chesco.org
 Phone: 610-344-4273 Board Chair Name: Tamela Luce
 Website: <https://endhomelessnesschesco.org/> Board Chair Approval (check here):
 Year Incorporated: 2013 Primary Contact Name: Robert Henry
 FEIN: 23-6003040 Primary Contact E-mail: RHenry@chesco.org

Organization Information:

Field/s of Interest:

<input type="checkbox"/>	Arts, Culture, Heritage	<input type="checkbox"/>	Education, Library	<input type="checkbox"/>	Environment, Animals
<input type="checkbox"/>	Health	<input checked="" type="checkbox"/>	Human Services	<input type="checkbox"/>	Social Justice, Civic Engagement
<input type="checkbox"/>	Religion	<input type="checkbox"/>	If other, please describe:		

Mission: Our mission is to ensure that homelessness is a rare, brief, and one-time only experience for all residents of Chester County, Pennsylvania.

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. (Include Chester County # &/or % served.) Households experiencing homelessness and housing instability. In 2025, 313 people were experiencing homelessness on the night of the Point-in-Time Count.

Annual Budget \$ 199,294 # of Full-Time Equivalent Paid Staff 2
94 % of budget for program expenses 22 # of Board Volunteers
6 % of budget for administrative expenses # of Active Non-Board Volunteers
0 % of budget for fundraising expenses 231 # of Volunteer Hours
 100% = total

Top 3-5 funding sources: Federal Government, Local Government, Individual Donors, and Foundations.

This grant proposal is for: ___ Direct Service Programs & General Operating &/or X Capacity Building

If Capacity Building Proposal, the focus is:

<input type="checkbox"/>	Contingency Planning	<input type="checkbox"/>	Partnerships, Collaborations	<input type="checkbox"/>	Merger, Closure
<input checked="" type="checkbox"/>	Mission, Vision, Strategy	<input type="checkbox"/>	Board Engagement & Leadership	<input type="checkbox"/>	Marketing, Communication
<input type="checkbox"/>	Resource Development	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Technology
<input type="checkbox"/>	If other, please describe:				

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

Proposal Summary (a few sentences, please): CCPEH is requesting funding to engage Capacity for Change to lead the development of the 2027-2029 CCPEH Strategic Plan to End Homelessness. As homelessness grows more complex and funding, policy, and oversight requirements shift at the federal level, CCPEH needs expert guidance to navigate uncertainty and align local strategies with evolving priorities. This consultant-led process will create a clear, data-driven

roadmap to strengthen coordination, improve system performance, and position Chester County homeless crisis response system for long-term stability.

II. GRANT PROPOSAL NARRATIVE

Provide clear, concise information in 1-3 pages. Please be brief.

1. Nonprofit's overall aims, key initiatives, key achievements & distinctiveness

- **Overall Aims:** The Chester County Partnership to End Homelessness (CCPEH) is dedicated to ending homelessness in Chester County. Open to nonprofits, local governments, faith communities, developers, and concerned citizens, CCPEH provides guidance and coordination for the Continuum of Care (CoC) to support the county's homeless crisis response system, led by the Department of Community Development and supported by nonprofit providers.
- **Key Initiatives:**
 - CCPEH will **advance equitable access** to safe and affordable housing opportunities for people experiencing homelessness or housing instability.
 - CCPEH will **strengthen partnerships** that promote permanent housing stability for people experiencing, exiting, or at risk of homelessness.
 - CCPEH will **develop innovative solutions** for people at increased risk of experiencing long-term homelessness.
- **Key Achievements:**
 - In 2025, CCPEH received international recognition from Built for Zero for its progress in reducing and preventing homelessness. Built for Zero also recognized CCPEH for achieving Quality Data for the Chronic Population, a milestone that reflects the county's strong infrastructure for addressing homelessness. The metric recognizes communities that share a unified definition of ending homelessness, operate through a coordinated, countywide team, rely on real-time client-level data, prioritize equitable service delivery, and make targeted, data-informed housing investments. Built for Zero also commended CCPEH for expanding partnerships with new organizations and behavioral health providers, as well as for elevating the voices of individuals with lived experience of homelessness in the county's planning and decision-making processes.
 - Additionally, over the past 5 years, homelessness has decreased by about 40% (522 in 2020, 313 in 2025) according to annual Point-in-Time counts, in large part due to efforts spearheaded by CCPEH.
 - In 2025, CCPEH engaged over 700 people through 13 public awareness events and workshops, including three renters' rights events, a poverty simulation, and a presentation at the 2025 Homes Within Reach Conference, hosted annually by the Housing Alliance of Pennsylvania.
- **Distinctiveness:** CCPEH is the only community-based collaborative—bringing together community-based agencies, local government, private and public organizations, nonprofits, philanthropic foundations, people with lived homelessness experience, faith communities, and the greater community—committed to ending and preventing homelessness in Chester County, Pennsylvania. CCPEH is an initiative of the Chester County Department of Community Development.

2. Funding request

- **What specific needs & issues are being addressed, via what programs and services?**
 - CCPEH is responding to evolving homelessness challenges across Chester County. In 2025, 313 people experienced homelessness on the night of January 29, during the Point-in-Time Count. Addressing systemic challenges related to homelessness requires intentional planning to strengthen cross-sector collaboration and ensure services operate as a cohesive response to homelessness.
 - As the political and economic landscape change, CCPEH seeks consulting services that will inform the adaptability and strategy of the homeless crisis response system. Chester County has implemented a strong Housing First and Permanent Supportive Housing model, aligning with federally prioritized, evidence-based practices designed to quickly connect individuals experiencing homelessness to permanent housing with supportive services. However, under the current federal administration, funding and policy priorities are shifting to emphasize transitional housing models, and Permanent Supportive Housing programs are anticipated to receive a significant 30% reduction in funding during the Fiscal Year 2026 Continuum of Care Program Competition. Given these changes, CCPEH must assess

the potential impact on system performance and identify strategic adjustments to maintain effective, data-driven responses to homelessness within the county.

- Through the services of Capacity for Change, CPPEH will create the CCPEH Strategic Plan to End Homelessness 2027 – 2029, as well as update the CCPEH Governance Charter and Policies & Procedures Manual. CCPEH identified several preliminary goals, objectives, and strategics to explore in its upcoming strategic planning process.
 - Increase cross-sector collaboration through engaging the criminal justice system and service providers such as mental health and drug & alcohol services.
 - Contend with shifting U.S. Department of Housing and Urban Development (HUD) priorities and plans to evaluate permanent housing options, transitional housing programs, and access to affordable housing.
 - Strengthen prevention and diversion efforts by improving data collection, establishing clear performance measures, and evaluating outcomes to ensure resources are effectively reducing inflow into homelessness.
 - Enhance coordinated entry, the county’s centralized process that ensures individuals and families experiencing a housing crisis have fair and equal access to assessment, referral, and connection to housing and services based on their needs. This initiative will strengthen provider training, community awareness, and system coordination to improve access and outcomes.

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

- Funding this initiative is critical right now because CCPEH is due for an updated Strategic Plan to End Homelessness during a period of significant change. Shifts in funding levels, requirements, policies, and oversight from HUD require thoughtful analysis, proactive planning, and detailed documentation. With potential funding reductions and Chester County simultaneously developing its own Strategic Plan, investing in a consultant now ensures that CCPEH can navigate changes effectively and position the homeless crisis response system for stability.

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

- Capacity for Change’s strategic consulting will result in the creation of the 2027-2029 CCPEH Strategic Plan to End Homelessness. The Strategic Plan will include a series of strategic goals, outcomes, and specific actions for CCPEH, to replicate national best practices and enact meaningful changes to its homeless crisis response system.
- Key impact indicators for CCPEH will include ending chronic homelessness, reducing length of time individuals and families’ experience homelessness, and ensuring consistency in the quality of case management throughout the coordinated entry system. Ultimately, impact will be measured by making homelessness in Chester County rare, brief, and non-recurring.
 - A central benchmark in demonstrating results will be achieving functional zero for chronic homelessness through our partnership with Built for Zero. Functional zero is a sustained milestone indicating that a community has measurably solved homelessness for a specific population. For chronic homelessness, functional zero means that fewer than three individuals are experiencing chronic homelessness at any given time in Chester County. Reaching functional zero signifies that homelessness is rare and brief for the defined population (chronic, veterans, etc.), and that inflow into homelessness does not exceed the system’s capacity to house people quickly.

- **How will this capacity building initiative impact your nonprofit?**

- This capacity-building initiative will result in a comprehensive Strategic Plan to guide CCPEH’s efforts to prevent and end homelessness. Through a consultant-led process, CCPEH will assess system performance, engage stakeholders, and balance local objectives with evolving priorities from the U.S. Department of Housing and Urban Development. The plan will provide clear strategies, measurable goals, and a unified roadmap to position CCPEH for long-term impact and preparedness. In addition, the strategic planning process will strengthen cooperation and communication among partner agencies through aligning priorities and establishing shared performance benchmarks.

- **Additionally, for capacity building grant proposals:**

- **How will this capacity building initiative impact your nonprofit?**
 - See above
- **How will this impact be demonstrated?**
 - See above
- **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 proposal/s if applicable.**
 - Expected activities include:
 - Establishing a Strategic Planning Committee
 - Analyze Secondary Data Sources (e.g., Point-in-Time Count, Housing Inventory Count, System Performance Measures, etc.).
 - Interview Key Informants (People with Lived Experience, Community Leaders, Service Providers, Funders, etc.).
 - Hold Solution-Focused Invitation-Only Planning Sessions/Charettes (e.g., Criminal Justice Advisory Board, Coatesville Area Resource Network, Phoenixville Area Resource Network, CCPEH Governance Board, CCPEH Lived Experience Advisory Board, etc.).
 - Field a Public Survey and more detailed CCPEH Member Survey.
 - Timeline: March 2026 to December 2026
 - Costs: We are requesting \$10,000 for professional consulting services.
 - Expertise of the consultant: Jason D. Alexander, MPP, Principal and Co-Founder of Capacity for Change LLC, will serve as the lead consultant for the project. Before co-founding Capacity for Change in 2001, Jason facilitated the creation of strategic technology alliances in underserved communities as a project manager for the Massachusetts Technology Collaborative, a division of the Massachusetts Department of Economic Development. Jason earned his master's degree in public policy from the University of Delaware and was the first recipient of the Marvin S. Gilman/National Housing Endowment Scholarship in U.S. Housing and Urban Development Policy. Jason has a bachelor's degree in political science from the College of the Holy Cross.

III. ATTACHMENTS

Email this support information. If it is on your website, please provide the URL.

1. Copy of **501 (c) (3)** federal tax-exempt letter
 2. List of **Board** of Directors, with their affiliations **URL:**
 3. Most recent **annual report URL:**
 4. Audited or reviewed recent **financial statement URL:**
 5. Itemized **organizational operating budget** with actual results for prior fiscal year & current fiscal year to date
 6. If capacity building initiative, **itemized budget** (including external consultant's proposal, if applicable)
 7. Current **strategic plan**. If your nonprofit does **not** have a current strategic plan, **explain why**.
- Visit our website to learn more at www.chescocf.org
 - Proposals are only accepted electronically: <https://chescocf.org/receive/apply-for-grants/>
 - **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.

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CAPACITY BUILDING FOR NONPROFITS:
Coping with Cutbacks



Capacity building is about empowering nonprofits to do **more good, more effectively, and for the long term**. It strengthens an organization's ability to fulfill its mission, enhance sustainability, and better serve its community.

At its core, capacity building focuses on improving a nonprofit's internal systems, leadership, and resources so that impact can grow and endure.

Traditionally, capacity building has included efforts such as **board and staff leadership development, strategic planning, fundraising, and technology investments** to improve operations and organizational effectiveness.

Today, however, nonprofits face a rapidly changing environment. Shifts in federal policies have resulted in rapid changes at all levels and in new directions. Nonprofits must **"meet the moment" and cope with cutbacks— think differently, shift paradigms and transform how we understand and interact with the world around us...adapt how we plan, lead, fund, and collaborate.**

Capacity building can play a critical role in helping nonprofits adapt and innovate. This may include **funding scenario planning, exploring new revenue models, expanding partnerships, pursuing mergers or strategic alliances**, and other adaptive strategies that strengthen long-term resilience.

Capacity building support can take many forms, tailored to each organization's unique needs. Examples of projects that may be funded include:

- **CONTINGENCY & SCENARIO PLANNING**

Scenario Planning – Financial Modeling & Forecasting

- **PARTNERSHIPS, COLLABORATIONS**

Coalition Building – Collaboration - Mergers & Acquisitions

- **MERGER, CLOSURE**

These unprecedented times may present the need for a merger or closure of your organization.

Contact chaya@chescof.org to confidentially discuss funding to assist in the planning or initial steps.

- **MISSION, VISION, STRATEGY**

Organizational Assessment - Strategic Planning – Strategic Restructuring – Coping With Cutbacks

- **BOARD ENGAGEMENT, LEADERSHIP**

Board Recruitment – Board Engagement – Increasing Networks & Community Support - Leadership Development – Executive Transition & Succession Planning

- **MARKETING, COMMUNICATION**

Nonprofit Business Messaging & Storytelling – Re-branding – Marketing Planning & Re-Positioning – Crisis Communications Planning

- **RESOURCE DEVELOPMENT**

Major Gift Donor Identification, Cultivation, Development & Stewardship - Development Campaigns (Annual, Capital, Planned Giving) - Earned Income Development - Social Enterprise Feasibility & Development

- **TECHNOLOGY, OPERATIONS**

Business Continuity Planning - Financial Management - Human Resources - Volunteer Management - Industry Certification - Risk Management - Technology Improvements

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