I. GRANT PROPOSAL SUMMARY SHEET

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

Date 6/22/26

Contact Information

Organization Name: TriCounty Community Network
Address: 13 Armand Hammer Blvd Suite 102, Pottstown, PA 19464
Phone: 484-247-4688
Website: https://tcnetwork.org/
Year Incorporated: 1993
FEIN: 23-2684794

ED/CEO Name: Holly Parker
ED/CEO E-mail: hparker@tcnetwork.org
Board Chair Name: Casey Fenoglio
Board Chair Approval (check here): X
Primary Contact Name: Ashley Kolpak
Primary Contact E-mail: akolpak@tcnetwork.org

Organization Information:

Field/s of Interest:

	Arts, Culture, Heritage	X	Education, Library		Environment, Animals
	Health	X	Human Services		Social Justice, Civic Engagement
	Religion	X	If other, please describe: Non Profit Capacity Support		

Mission: **We strengthen communities by empowering local nonprofit organizations & residents with the resources to be resilient and sustainable.**

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

Describe Population Served & Annual Number of People Served. *(Include Chester County # &/or % served.)*

Annual Budget $_____550,000_____# of Full-Time Equivalent Paid Staff: 2
__82___% of budget for program expenses _____ # of Board Volunteers
_____10__ % of budget for administrative expenses_____ # of Active Non-Board Volunteers
_____8___ % of budget for fundraising expenses _____ # of Volunteer Hours
100% = total

Top 3-5 funding sources: **Pottstown Regional Community Foundation, Phoenixville Community Health Foundation, Non Profit Repositioning Fund, Healthspark Foundation**

This grant proposal is for: ____Direct Service Programs & General Operating &/or __X__Capacity Building

If Capacity Building Proposal, the focus is:

X	Contingency Planning	X	Partnerships, Collaborations		Merger, Closure
X	Mission, Vision, Strategy		Board Engagement & Leadership		Marketing, Communication
	Resource Development		Operations		Technology
	If other, please describe:				

Grant Amount Requested from the Community Foundation: $__10,000_

Proposal Summary: *(a few sentences, please)*

TCN is at a pivotal inflection point. Demand for services has grown substantially, driven by an expanding regional population, increased awareness of TCN's programs, and broader systemic pressures that are pushing more residents into need. While this growth reflects TCN's effectiveness, it has also revealed critical gaps in the organization's ability to plan for uncertainty, coordinate partnerships at scale, and restructure operations to match its current footprint.

CHESTER COUNTY community FOUNDATION

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

TriCounty Community Network (TCN) is a regional membership organization serving nonprofits across Montgomery, Chester, and Berks counties. We exist because strong nonprofits build strong communities, and for years, we have been the backbone resource that helps local organizations train their staff, strengthen their operations, and deliver on their missions. What we are facing today, however, is an inflection point that requires intentional investment to navigate responsibly.

In addition to direct community services, TCN plays an increasingly vital role as a capacity-building resource for the broader nonprofit sector in the region. TCN provides technical assistance to nonprofit organizations navigating operational, programmatic, and financial challenges — including strategic planning support, compliance guidance, grant readiness coaching, and organizational development consulting. These services have become a critical lifeline for smaller and emerging nonprofits that lack the internal expertise to address these needs independently, and reliance on TCN for this support continues to grow.

TCN also serves as a fiscal sponsor for mission-aligned projects and early-stage organizations operating in the region. Fiscal sponsorship allows TCN to extend its tax-exempt status and administrative infrastructure to groups that are not yet independently incorporated, enabling them to attract funding and deliver programs while building toward long-term sustainability. Requests for fiscal sponsorship have grown considerably in recent years, reflecting both the strength of TCN's reputation and the increasing demand for this type of structural support across the nonprofit community.

TCN's reach has expanded significantly across all of these service areas. Today, TCN serves thousands of community members annually — and supports a growing roster of nonprofit partners — through a robust network of partner agencies, volunteer programs, direct service initiatives, and technical assistance engagements. This growth, while a testament to the organization's impact and community trust, has outpaced TCN's current internal infrastructure — creating an urgent need for strategic investment in organizational capacity.

Specifically, TCN faces the following challenges:

- Absence of a formal contingency plan to guide the organization through disruptions — whether financial, operational, or environmental — leaving TCN vulnerable to unexpected crises.
- An organizational structure designed for a smaller operation that no longer reflects TCN's current scale, mission scope, or programmatic complexity.
- Partnership and collaboration agreements that are informal and underdeveloped, limiting TCN's ability to leverage the full potential of its regional network.

2. **Funding request**

- **What specific needs & issues are being addressed, via what programs and services?**

A Significant Loss at a Critical Moment

In 2025, TCN lost a federal grant totaling $300,000, a funding stream that had been integral to sustaining our core operations and programming. This loss was not the result of performance or program failure; it reflects the broader national landscape of federal funding reductions impacting nonprofit infrastructure organizations across the country. The abrupt removal of these funds created an immediate and significant gap in TCN's operating budget, forcing us to make difficult decisions about staffing, programming, and resource allocation at precisely the moment when our community needs us most.

Demand Is Growing, Not Shrinking

Compounding this financial challenge is a sharp and sustained increase in demand for TCN's services. As the nonprofit sector faces its own pressures including rising costs, workforce shortages, shifting funder priorities, and post-pandemic service gaps, member organizations are turning to TCN with greater frequency and urgency. More nonprofits are seeking our training programs, technical assistance, fiscal sponsorship support, and peer network resources. This is exactly what TCN was built for, yet the irony is clear: the organizations that rely on us need us more than ever at the same time our capacity to serve them has been strained. The result is a widening gap between what TCN is being asked to deliver and the resources available to deliver it. Without intervention, this gap poses a real risk, not just to TCN, but to the dozens of nonprofits and the thousands of community members those organizations serve across the tri-county region.

Contingency Planning

TCN will engage a qualified organizational consultant to lead the development of a comprehensive contingency plan. This plan will address a range of risk scenarios, including revenue shortfalls, leadership transitions, public health emergencies, and natural disasters. The process will include a thorough organizational risk assessment, identification of mitigation strategies, establishment of emergency reserves protocols, and development of a communication framework for stakeholders during a crisis.
A documented and board-approved contingency plan will ensure that TCN can continue delivering critical services to community members without interruption, even in the face of significant disruption. This is a foundational investment in TCN’s long-term sustainability.

Strategic Restructuring

Funding will support a strategic restructuring process to align TCN’s organizational design with its current mission and scale. TCN’s leadership team and board will conduct a facilitated strategic review, resulting in a revised organizational chart, updated role definitions, and a multi-year strategic plan that reflects TCN’s evolved priorities.
This restructuring will improve internal accountability, clarify decision-making authority, and create pathways for staff growth and leadership development. An organization built for its current size and ambition will be far better positioned to attract funding, retain talent, and respond nimbly to community needs.

Partnerships and Collaborations

TCN operates within a rich ecosystem of nonprofit, government, and private sector organizations across the tricounty region. However, many of TCN's existing relationships lack the formal structure needed to maximize shared impact. Grant funds will support the development of a partnership framework, including a stakeholder mapping process, formalized Memoranda of Understanding (MOUs) with key partners, and a collaborative learning agenda to align outcomes across the network.
Formalizing these relationships will reduce service duplication, increase referral effectiveness, and open new avenues for joint resource development and co-programming. Strong partnerships are not only good for organizational efficiency — they produce better outcomes for the community members TCN serves.

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

  The nonprofit sector in our region is at a fragile moment. Organizations are being asked to do more with less, to serve populations whose needs are intensifying, and to operate in an environment of funding uncertainty that shows no signs of easing. TCN is the connective tissue that helps those organizations hold together and right now, that connective tissue needs to be strengthened. Capacity building funding will allow TCN to emerge from this period not diminished, but transformed with the systems, strategies, and partnerships in place to fulfill our mission more effectively and sustainably than ever before. An investment in TCN is an investment in every organization we support and every community member they serve.

  TCN has a demonstrated track record of responsible stewardship and programmatic excellence. The organization is governed by an experienced and engaged board of directors representing diverse sectors including healthcare, education, business, and community advocacy. TCN's leadership team brings extensive expertise in nonprofit management, community development, and regional systems navigation.
  TCN has successfully managed grants from a variety of public and private funders and maintains sound financial practices including annual audits, diversified revenue streams, and transparent reporting. TCN is well-positioned to execute the proposed capacity-building work effectively and on schedule.

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

  TCN will track the following outcomes to measure the success of this capacity-building investment:

  • Completion and board adoption of a comprehensive organizational contingency plan within six months of grant award.
  • Finalized strategic plan and updated organizational structure reflecting TCN's current scope and a three-to-five year vision.
  • Execution of formal partnership agreements (MOUs) with a minimum of five key regional partners.
  • Documentation of improved staff role clarity and cross-departmental coordination, assessed through a post-restructuring staff survey.
  • Enhanced organizational resilience as evidenced by a board-approved risk register and reserve policy.
  Progress will be reported to the funder through interim and final reports, including narrative summaries and supporting documentation for each deliverable. TCN welcomes the opportunity to share learnings from this process with peer organizations in the region.

- **Additionally, for capacity building grant proposals:**
  - **How will this capacity building initiative impact your nonprofit?**

    TCN is not asking for funds to simply fill a budget hole. We are asking for an investment in our ability to build a smarter, stronger, and more sustainable organization, one that can weather future disruptions and grow with the needs of our region.

    Specifically, capacity building support will enable TCN to undertake five interconnected areas of organizational development:

    Sustainability Planning. TCN will engage in a structured process to develop a multi-year sustainability plan that reduces our dependence on any single funding source and maps a clear path to long-term financial health. This plan will guide decision-making across all program and operational areas.

    Financial Forecasting. We will build the internal financial tools and expertise needed to anticipate challenges before they become crises including scenario modeling, cash flow analysis, and reserve strategies that give TCN the stability to serve our members consistently.

    Service Review and Alignment. A thorough review of our current service offerings will allow us to assess which programs are most essential, most impactful, and most aligned with where member need is heading. This ensures we are investing our limited capacity in the right places and not carrying programs that have outlived their relevance.

    Program ROI Review. We will evaluate the return on investment of each program area, examining cost per outcome, member utilization, and broader community impact so that we can make evidence-based decisions about where to grow, where to streamline, and how to communicate our value to current and prospective funders.

    Collaborative Partnerships for Cost Sharing and Revenue Growth. Perhaps most importantly, TCN will invest in developing formalized partnerships with aligned organizations across the region. These collaborations will create opportunities to share administrative costs, co-deliver programming, and jointly pursue funding to reduce expenses while expanding our reach and income. Collective impact does not happen by accident; it requires the intentional infrastructure to build and sustain partnerships, and that is exactly what this investment will make possible.

  - **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.**

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.

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

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

CHESTER COUNTY community FOUNDATION

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@chescocf.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 ###