

I. GRANT PROPOSAL SUMMARY SHEET

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

Date 09/17/2026

Contact Information

Organization Name: Mission First Housing Group
Address: 2042-48 Arch St, Philadelphia, PA 19103
Phone: (215) 557-8414
Website: www.missionfirsthousinggroup.org
Year Incorporated: 1989
FEIN: 45-5470563

ED/CEO Name: Thomas A. K. Queenan
ED/CEO E-mail: tqueenan@missionfirsthousing.org
Board Chair Name: Michael Davidson, Esq.
Board Chair Approval (check here): X
Primary Contact Name: Moira Rooney
Primary Contact E-mail: mrooney@missionfirsthousing.org

Organization Information:

Field/s of Interest:

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

Mission:

Mission First Housing Group's mission is to develop and manage affordable, equitable, safe, sustainable homes that support residents and strengthen communities.

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

Spring City, Pennsylvania

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

Approximately 78 veterans residing at The Whitehall Apartments in Spring City, Pennsylvania.

Annual Budget \$38,477,656

<u>197</u>	# of Full-Time Equivalent Paid Staff	<u>11</u>	# of Board Volunteers
<u>83</u>	% of budget for program expenses	<u>107</u>	# of Active Non-Board Volunteers
<u>16</u>	% of budget for administrative expenses	<u>250</u>	# of Volunteer Hours
<u>1%</u>	% of budget for fundraising expenses		

100% = total

Top 3-5 funding sources:

1. Hassel Foundation
2. M&T Bank Foundation
3. Proceeds from annual fundraising event

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

If Capacity Building Proposal, the focus is:

Contingency Planning	Partnerships, Collaborations	Merger, Closure
Mission, Vision, Strategy	Board Engagement & Leadership	Marketing, Communication
Resource Development	Operations	Technology

☐ If other, please describe: _____

Grant Amount Requested from the Community Foundation: \$ 7,500

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

Mission First Housing Group is seeking support for Resident Services at The Whitehall Apartments in Spring City, Pennsylvania, an affordable housing community serving veterans and their families. Resident Services provides individualized assistance and connections to community resources, onsite educational programming, and community-building and social activities. Funding will help sustain these services and ensure Whitehall residents continue to have access to support that responds to their needs and promotes long-term housing 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

Mission First Housing Group has worked to create and preserve affordable housing that serves as a foundation for stability, connection, and long-term well-being. Founded in Philadelphia in 1989 to address the housing needs of adults living with serious mental illness, Mission First has grown and expanded its work while remaining committed to the combination of quality affordable housing and services that support residents. Our mission is to develop and manage affordable, equitable, safe, and sustainable homes that support residents and strengthen communities.

Mission First carries out this mission through five key areas of work: affordable housing development, construction, property management, Resident Services and leased housing. Together, these areas allow Mission First to develop and rehabilitate affordable homes, manage properties responsibly, and connect residents with services that support stability and community engagement. This integrated approach allows Mission First to bring together expertise in housing development and management with an understanding of the needs of the people who live in our communities.

Mission First's work has continued to grow in response to the need for affordable housing and supportive services. Today, Mission First provides affordable housing to nearly 6,000 residents in more than 4,000 rental apartments across the Mid-Atlantic. In 2025, Resident Services reached 2,300 households at 30 properties, providing residents with direct services and connections to resources within their communities.

Partnerships have played a vital role throughout Mission First's history. By working with community organizations and other partners, Mission First can expand the resources and support available to residents. Mission First also prioritizes amenity-rich developments, seeking locations with access to transportation, retail and community-based services while incorporating spaces such as community rooms, exercise facilities and business centers into its properties. Together with Resident Services, this approach reflects Mission First's commitment to affordable housing that supports independence, health, and a strong sense of community.

2. Funding request

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

Mission First is requesting \$7,500 in funding to support Resident Services at The Whitehall Apartments, ensuring that veterans living at this 49-unit affordable housing community in Spring City, Pennsylvania continue to have access to onsite support, programming, and connections to community resources. Today, The Whitehall Apartments is home to 60 residents, including 48 veterans and their family members. Most residents are single adults, and many of the veterans who call Whitehall home served during the Vietnam War. Twenty-nine residents are over the age of 65, reflecting the needs of an aging veteran population. The Whitehall Apartments provides veterans with quality, affordable housing as well as access to onsite Resident Services. While having an affordable home provides an essential foundation for stability, residents may need additional support as needs arise or circumstances change.

Resident Services programming at Whitehall has three primary components: one-on-one resident support and connections to resources, onsite educational programming, and community-building and social activities. Together, these services give residents access to individualized assistance as well as opportunities to participate in programs and activities within the community where they live.

One-on-One Resident Support: A dedicated Resident Services Coordinator works directly with Whitehall residents and provides individualized assistance based on their needs. The assistance is tailored to each resident's circumstances and needs. In some cases, the coordinator may help someone locate an appropriate resource or connect with a community provider; in others, a resident may simply need additional guidance along the way. Having this support available onsite gives residents a consistent point of contact who understands the Whitehall community and can help them access resources beyond the property.

Educational Programming: In addition to providing individualized support, Resident Services brings programming and resources directly to The Whitehall Apartments. One example is the monthly Ask a Nurse program offered in partnership with Tower Health, which gives residents access to health and wellness information onsite. Whitehall also maintains an onsite food pantry and related food security programming, providing another resource for residents within their community. Mission First works with community organizations to expand the programming and specialized resources available to Whitehall residents.

Community Building: Facilitating community building and social activities is another important part of Resident Services at The Whitehall Apartments. Regular activities give residents opportunities to spend time together and build relationships, both at Whitehall and through trips into the community. Activities range from coffee socials, bingo and holiday celebrations to cooking demonstrations, arts and crafts, gardening and offsite trips. The Resident Services Coordinator also works with local organizations and veteran's groups to bring additional activities and events to Whitehall.

Partners such as the *Rotary Club of Phoenixville*, *Daughters of the American Revolution*, *VFW 7155 Auxiliary* and *11 Bravo Motorcycle Club* have hosted events and created opportunities for residents to stay connected to the broader community. For residents who may have limited transportation or fewer opportunities to get into the community, these activities provide an important opportunity to socialize, build relationships, and feel connected to the place they call home.

Funding from the Chester County Community Foundation will provide general support for Resident Services at The Whitehall Apartments, helping Mission First sustain one-on-one assistance, onsite programming, transportation to offsite programs and events, and equipment and supplies for the onsite food pantry. This support will help ensure that Whitehall residents continue to have access to services at the property while also connecting them with resources and opportunities throughout Chester County.

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

The need for affordable housing and supportive services remains especially important as the cost of everyday necessities continues to place pressure on household budgets. Since the pandemic, rising costs for housing, utilities, transportation, groceries and other basic expenses have made it increasingly difficult for many households to manage competing financial needs. For veterans living on fixed or limited incomes, increases in routine expenses can create additional challenges and make access to reliable support even more important.

These affordability pressures can affect residents in different ways, and the resources they need may change over time. At The Whitehall Apartments, the Resident Services Coordinator provides an onsite resource for veterans who need help navigating available services or connecting with organizations in the surrounding community. Because the Coordinator works directly with Whitehall residents, assistance can be responsive to the needs that arise within the community rather than limited to a single type of service or program.

Continued support for Resident Services allows Mission First to maintain this dedicated presence at Whitehall and continue offering programming and connections to resources that residents can use when needed. Funding from the Chester County Community Foundation will help sustain these services at a time when the rising cost of everyday necessities continues to create financial pressure for the residents we serve, ensuring that Whitehall residents are not navigating these pressures alone.

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

Mission First will evaluate Resident Services through program participation, direct resident engagement and follow-up. Staff will track one-on-one assistance, referrals and connections to community resources, as well as participation in onsite programs and activities. When appropriate, the Resident Services Coordinator will follow up with residents to determine whether they were able to access the resources or services they needed and whether additional assistance is necessary.

In addition to tracking overall participation, Mission First will measure the percentage of residents who engage in one-on-one support, participate in onsite programming, and complete the annual resident feedback survey. These measures will provide a clearer picture of how residents are engaging with Resident Services and where additional outreach or support may be needed.

This information will also inform decisions about future programming, partnerships, and available resources at Whitehall. Because the Resident Services Coordinator works directly with residents on an ongoing basis, Mission First can consider what is learned through those interactions alongside participation data when evaluating the program.

Housing stability remains an important measure of the program's impact. Resident Services supports this goal by giving Whitehall residents a consistent source of assistance and helping them connect with resources that address needs beyond housing. Mission First will use information gathered through service delivery and resident engagement to assess how well the program responds to the Whitehall community and adjust when needed.

Ultimately, success will be reflected not only in participation numbers, but in whether Resident Services helps veterans access meaningful support and remain stably housed.

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

Current **strategic plan**. If your nonprofit does **not** have a current strategic plan, **explain why**.

Mission First Housing Group does not currently have an active strategic plan, as our previous plan has concluded. We are currently looking at our priorities and goals for the coming years and considering what should guide our next strategic plan. During this interim period, Mission First has prepared Business Line Strategies for each of its five business lines and presented those strategies to its Board of Directors. Mission First's Executive Leadership Team and Board of Directors continue to guide the organization's work and ensure that our programs and priorities remain aligned with our mission and the needs of the communities we serve.

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:** [Who We Are | Mission First Housing Group](#)
 3. Most recent **annual report** **URL:** <https://heyzine.com/flip-book/MissionFirstHousingGroup2025#page/1>
 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
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.*



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

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