

GRANT PROPOSAL GUIDELINES

The Chester County Community Foundation connects people who care with causes that matter, so their philanthropy makes a difference now and forever.

- The Community Foundation is a collection of Funds: Field of Interest Funds + Donor Advised Funds.
- All Community Foundation Funds accept this grant application form.

Proposals submitted by nonprofits will be considered for 2 types of grants:

1) FIELD OF INTEREST & DONOR ADVISED FUNDS

- ◇ Proposals received **any time throughout the year** are eligible for funding consideration from the Foundation's Field of Interest Funds & Donor Advised Funds.
- ◇ Grant **awards** typically range from **\$500 - \$7,500**.
- ◇ Grant decisions are made **intermittently** throughout the year, as Fund Advisors desire.
- ◇ Proposals are **electronically shared** with Fund Advisors to assist them in making grant decisions.
- ◇ **General operating** grants are encouraged. Nonprofits should be specific about their mission, goals, and measurable outcomes.
- ◇ Grants **focus on Chester County** causes and issues, but **are not limited** to Chester County.
- ◇ Grants may be made to charitable nonprofits working in **all fields of interest** including arts, culture and humanities; education; community improvement; environment; religion; health; and human services.

2) FUND FOR CHESTER COUNTY CAPACITY BUILDING INITIATIVE

- ◇ The goal of the Community Foundation's capacity building grantmaking is to **strengthen the effectiveness of nonprofit organizations serving the Chester County region**.
- ◇ Capacity building proposals received by **September 15** annually will be eligible for this special grant initiative.
- ◇ Capacity building projects should strengthen a nonprofit, in areas including:
 - Mission, Vision & Strategy
 - Governance & Leadership
 - Strategic Relationships
 - Fundraising & Development
- ◇ Grant **awards** range from **\$500-\$5,000**.
- ◇ NPO's with budgets \$ 750,000 or less preferred
- ◇ Grant monies are distributed by **February**.
- ◇ Nonprofits must be **located in and serve Chester County** to receive a grant from this special initiative.

- A proposal is considered "complete" when the Chester County Community Foundation has confirmed receipt of the **Grant Proposal Summary Sheet, Narrative and Attachments**.
- Proposals are shared electronically online with Fund Advisors and the Grants Committee.
 - The electronic form is available at www.chescocf.org.

Per IRS regulations, applicants

- must be charitable, tax exempt organizations with 501(c)(3) certification
 - cannot be individuals
- **E-mail proposals are strongly encouraged to grants@chescocf.org**
 - Receipt will be confirmed by e-mail.

Please contact Kevin Baffa or Beth Harper Briglia at (610) 696-8211 or grants@chescocf.org if you have any questions. Thank you.

I. CHESTER COUNTY COMMUNITY FOUNDATION GRANT PROPOSAL SUMMARY SHEET

Date September 11, 2018

Contact Information

| | |
|---|--|
| Organization Name: Wings for Success | Interim Executive Director Name: Julie Ammon |
| Address: PO Box 1184, Frazer, PA 19355 | Executive Director E-mail: officer@wingsforsuccess.org |
| Phone: 610-644-6323 | Board of Directors Chair Name: (same) |
| Website: www.wingsforsuccess.org | Primary Contact Name: Jill Laufenberg |
| Year Incorporated: 1997 | Primary Contact E-mail: jill@wingsforsuccess.org |

Has your nonprofit ever applied to the Community Foundation? Yes No Not Sure
 Has your nonprofit ever received funding from the Community Foundation? Yes No Not Sure

Field/s of Interest:

| | | |
|---|---|------------------------------------|
| <input type="checkbox"/> Arts, Culture & Humanities | <input type="checkbox"/> Environment/Animal Welfare | <input type="checkbox"/> Education |
| <input type="checkbox"/> Health | <input checked="" type="checkbox"/> Human Services | <input type="checkbox"/> Religion |

Organization Information:

Geographic Area Served: 72% of our clients are low-income Chester County residents served through two sites: 1 site in Central Chester County (Frazer location), 1 in Southern Chester County (Kennett Square location).

Describe Population Served and Annual Number of People Served: We primarily serve the impoverished population of girls & women in Chester, Montgomery, and Delaware Counties; in 2017 we served **673 women**. 70% of those served make under \$20K a year and cannot afford the luxury of clothing in order to attain or retain employment.

Mission: The mission of Wings for Success is to empower women in need to pursue employment and economic security through apparel, advice and advocacy.

Proposal Summary: We are seeking GOS for our programs. Women who are entering the workforce – *be it from welfare assistance, escaping domestic violence, recovering from addiction, returning from active duty in the military or unexpected layoff or disability* – need the basics in order to work. **Clothing Program:** Purchasing clothing for the workplace is not a luxury an unemployed or woman living in poverty can afford. We are helping a woman successfully work toward financial health by providing her with the basic interview outfit and equipping her with up to two weeks-worth of work related clothing. **Workshops & Job Seeker Clinics:** Coming from a vulnerable season of life, these workshops allow for women to get the attention and guidance needed in a small group setting. We aim to design these workshops around the needs of that particular group.

If Capacity Building Proposal, the focus is: Strategic Planning & Executive Transition

| | |
|---|--|
| Annual Budget \$340, 838 | __2__ # of Full-Time Equivalent Paid Staff |
| __75__ % of budget for program expenses | __11__ # of Board Volunteers |
| __9__ % of budget for administrative expenses | __120__ # of Active Non-Board Volunteers |
| __4__ % of budget for fundraising expenses | __52,000__ # of Volunteer Hours |
| <small>100 % total</small> | |

Top 3-5 funding sources: Individual donors; PA Workwear (Government contract); Brook Lenfest Foundation; & Genuardi Family Foundation

Grant Amount Requested from the Community Foundation: \$ 5,000

II. CHESTER COUNTY COMMUNITY FOUNDATION NARRATIVE FOR CAPACITY BUILDING GRANT

Organization's history, goals, key achievements and distinctiveness

Wings for Success (Wings) was formed in 1997 by a community of women who recognized that having work-appropriate attire was a barrier to finding a job. In the last 20 years, we have served over 11,000 low-income women of all ages, races and backgrounds. We have grown from a dilapidated building in West Chester to our headquarters in Frazer and a multi-site organization with a facility in Kennett Square serving the large Spanish-speaking community in Southern Chester County.

Wings has grown from an all-volunteer run organization to a high-functioning, professional non-profit with three paid staff supported by over 120 active volunteers and Board members. Our actions are guided by yearly goals and pursued with ongoing commitment to the highest principles and practices of strong management and governance. We fulfill the requirements of Standards of Basics administered by the Pennsylvania Association of Nonprofit Organizations (PANO).

Wings is the only organization of its kind in Chester County. While other clothing closets do exist, Wings is unique because volunteers spend over an hour with each client, ensuring items fit perfectly and educating on mix and match clothing to stretch limited resources. In addition to the dressing appointments, clients participate in workshops, equipping them with skills that will help them not only secure employment, but successfully maintain employment long-term.

Our Impact Goals are the following:

- Goal 1: Position women in need for success in the job market and the workplace by providing guidance, support and work appropriate apparel.
- Goal 2: Increase access to our services to more women in need throughout Chester County.
- Goal 3: Advocate for an economic agenda that promotes women's economic security, workplace equality and basic workplace rights.
- Goal 4: Engage and inspire more champions (volunteers, clients, board, and community) to build financial support necessary to deliver on our mission.
- Goal 5: Cultivate the next generation of leaders for our organization and cause.

Funding request

• Issue to be Addressed

Creating a Strategic Plan that would generate more diversity on our Board of Directors and within our Volunteer base to better represent the population with serve through race & economic status. This would enable us to cast a wider vision to whom we are serving and how effectively we are meeting their needs. Currently, our 11 person Board of Directors is committed to Wing's Operating Plan for 2018 and there are 2-3 board members assigned to each goal. Due to their goal commitments and monthly, in-person communication, we expect to position the organization for success in 2019. The Board currently represents a variety of ages, ethnicities, religious beliefs and practices, and life status. We also have two part-time program managers (one is a Latina and bi-lingual) and one full-time Executive Director who is going full-time in August to Executive Director. All are committed to fulfilling our 2018 goals in order to reach more women and have a greater impact on our communities. However, with Board member's time of service coming to an end, we recognize the need for better outreach and training for the Senior Leadership and our volunteers. We would like to hire a consultant to assist us in developing on-going measuring tools to hold us accountable in our progress to be a diversified team. We desire client representation as well as persons of color and at least one individual to represent clients who are of the LGBTQ community. This will be critical to not only grow in successfully addressing the needs of the women we serve, but doing so with great empathy.

1. We are serving the low-income, immigrant women working in the agricultural fields in Southern Chester County. Our bi-lingual volunteers and staff assist these women in not only procuring employment and the clothing needed for their roles, but they equip them with confidence to lead their families to financial stability. A strategic plan would help us identify the things that intimidate immigrant women (i.e. writing their address on

an intake form) and assist us in creating a safe, welcoming environment. A strategic plan would also help in identifying the obstacles that prevent women from access to our services; outreach and transportation would be on the top of the list.

2. We hired our first Executive Director in 2 years. Jill Laufenberg was hired in December 2017 as Wing's Development Director and became our Executive Director as of August 2018. Jill had previously served as a Major Donor Development officer for two national non-profits; one headquartered in Silicon Valley and the other in Colorado Springs. Her role with Wings' donors is to share the return on their investment and vision to broaden our reach. Jill invites and equips individual and corporate partners to recognize the impact their gifts are having locally. Jill facilitates Committees for fundraising events as well as overseeing Foundation support. Jill is an ordained minister with degrees from Philadelphia Biblical University. She obtained her certification in Organizational Leadership from the Wharton School of Business and is currently enrolled in Wharton's Executive Education, receiving training in the fields of leadership, finance, marketing, and strategy.
3. The women we serve *do not* have the extra resources to afford clothing for work. The clothing Wings provides saves the client \$500-\$1,000 that can be reallocated for food, utilities, transportation and childcare. In addition to clothing, we would like a strategic plan to assist us in other areas unique to women that they often cannot afford; i.e. feminine hygiene products, toiletries, and hair products. All of these items affect a woman's confidence and ability to present herself professionally.
4. Our workshops and one-on-one job seeker clinics provide guidance and advice for a client's particular situation. The women Wings for Success serves are either: single moms entering the workforce; looking for a higher paying job (so they don't need to be working multiple jobs); wanting to be freed of welfare assistance; trying to escape domestic violence; continuing their recovery from addiction; fighting to prevent homelessness with their family; wanting be successful after returning from active duty; or have experienced an unexpected layoff or disability. They are women in vulnerable situations that want and need guidance from those who care. We would like to provide one-on-one counseling for over 50% of the women we serve. Our hope is a strategic plan would assist us in developing best practices to position ourselves to reach that goal.

Organizational impact if initiative is undertaken

How will this grant enhance your organization's capacity?

This will allow us to be better equipped to meet the growing employment needs of the women we serve. 20% of the women served are Hispanic and in need of bi-lingual services; however, not all have the ability to find transportation to our site and this is a need that funding would assist us in providing. 43% of the women served in 2017 were under 34 years old, creating a greater need for a certain style of work attire as well as providing more job preparation workshops. Having the funding available to build upon our existing programs will allow us to reach more women in need while strengthening our infrastructure. We will be positioned for success in fulfilling our mission, exceeding our goals for 2018 and preparing us to set new goals for 2019.

How will this increase in organizational capacity be measured?

Wings for Success measures the effectiveness of its services through a client intake form and 6-month follow-up. This form helps make the initial individual assessment on their stage of employment, economic status, dependents, and goals. Six months after that first appointment and collecting the intake form, a Wings for Success volunteer follows up to assess where the client is currently in their employment, salary and basic needs being met.

Moving forward, Wings for Success will be following the "system mapping" method for measuring our advocacy efforts. We identify the issues we would like to address and how they are expected to change, collaborating with our referral partners and then identifying ways of measuring or capturing whether those changes have occurred. The results are quantitative; our advocacy effort is trying to achieve systems change for women to receive higher pay and find financial stability, especially for the single mothers, minorities and immigrant population.

The 2018 Operational Plan assists us in our implementation and timeline accountability. Our 11 person Board of Directors is committed to Wing's Operational Plan for 2018 and there are 2-3 board members assigned to each goal listed above (under question 1). Due to their goal commitments and monthly, in-person communication, we expect

to position the organization for success in 2019. We will follow this same pattern of support for the 2019 fiscal year, establishing our goals in January. Our Board of Directors is comprised of 9 women and 2 men. The Board represents a variety of ages, ethnicities, religious beliefs and practices, and life status. We also have two part-time program managers (one is a Latina and bi-lingual) and one part-time Development Director. All are committed to fulfilling our 2018 goals in order to reach more women and have a greater impact on our communities.

Wings for Success' Action Plan to Fulfilling our Goals:

1. Make goals that are specific and measurable to further our mission (January)
2. Assign Board and Staff persons to each goal (January)
3. The Board & Staff members give monthly updates on their goals (February-December)
4. The Program Managers and Development Director create monthly reports for the Board of Directors to review based on the Strategic Plan (February-December)

Why it is important to fund this now

To further our success and the growing need in equipping women to pursue employment and economic security, we need additional support and greater awareness among the Chester County community of the struggle of the working poor among us. We make this request recognizing that our work compliments the mission of the Foundation and your work with the most vulnerable in the communities you serve and the communities in which your donors live. Wings for Success envisions a future in which all individuals and families have the courage, confidence, and opportunity to live happy, healthy and economically secure lives. With the partnership and fiscal support of the Donor Advised Funds of Chester County Community Foundation, this becomes more of a possibility.

How impact and results will be demonstrated

Based on the "Impact Goals" listed above, we review the following after a client has received/participated in our services in order to measure the results:

- Clients found, retained employment or clients obtained a higher-level job
- Increased income
- Furthered their training/certifications/education

Our most recent data shows that a total of 77% of served clients either moved toward employment or retained employment. That total can be broken down into two categories: progressing in employment or obtaining a job. 47% of our clients had progressed at least one stage forward in their employment; examples of progress include: an increase in hours, advancement in role/title, and completion of training or education. An additional 30% of clients who were seeking appropriate attire to succeed at a newly obtained job were still employed 6 months later.

Client satisfaction with our services remain high: in 2017, 96% said that Wings had increased their self-confidence, and 98% were satisfied with their experience at Wings.

III. ATTACHMENTS

This support information is attached in an E-mail for your convenience

- ✓ Copy of 501 (c) (3) federal tax-exempt letter
- ✓ List of Board of Directors, with their affiliations
- ✓ Most recent annual report and financial statement, audited if available
- ✓ Itemized organizational operating budget with actual results for prior fiscal year and current fiscal year to date.
- ✓ Current strategic plan.

Chester County
COMMUNITY FOUNDATION