The Chester County Nonprofit Innovation & Resiliency Fund
Administered by the Chester County Community Foundation
In cooperation with regional funders, donors, united funds and County government departments

Recognizing the importance of the nonprofit sector to the high quality of life throughout Chester County, the Chester County Commissioners have allocated $3.5M to help nonprofits recover with innovation and resiliency. This funding is from the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Per the CARES Act, grants must cover unforeseen financial needs and risks created by the COVID-19 public health emergency. This includes grants to implement and publicize the safe resumption of programs and services. The Community Foundation seeks proposals to support innovative, resilient COVID recovery needs, such as:

- Program and service redesign, in light of social distancing and public safety requirements
- Innovative technology to support virtual, mobile and/or pop-up programs and services
- Redesigned and reconceived marketing, fundraising and special events
- Strategic planning pivoting, refinement and revisions in light of COVID-19
- Partnership, merger, consolidation and/or acquisition activities due to COVID-19 impacts
- Infrastructure improvements due to COVID, including plexiglass dividers, technology upgrades, etc.
- Higher operating costs related to cleaning and social distancing requirements
- Other one-time or increased expenses incurred related to COVID-19.

This is a competitive, time-sensitive grants process. Grant decisions will be made weekly, on an ongoing basis. Only electronic grant applications are accepted by e-mail. No paper applications are accepted.

Eligibility
- Nonprofit 501 (c) (3) organization formed and active in 2017 or earlier
- Nonprofit must be located and providing services in Chester County

Priority Preference for Grant Funding
- Nonprofits that provide clear evidence of how they aim to/are reshaping their programs, services, administration, marketing and fundraising, to safely provide services and thrive in light of COVID impacts
- Nonprofits with substantial costs to comply with COVID public health requirements
- Nonprofits that serve a diverse constituency, and are governed and managed by diverse leadership

Ineligible Entities
- Nonprofits NOT located in Chester County, PA
- Nonprofits NOT delivering services in Chester County
- Nonprofits that did NOT experience revenue loss due to the coronavirus pandemic and/or nonprofits that have no additional costs associated with the coronavirus pandemic
- Nonprofits that were NOT operational as of December 30, 2017
- Government or government-owned or controlled entities
- Churches or religious organizations with respect to their primarily religious activities and/or their activities which limit participation to members of the church or religious organization. Religious entities with social & human service outreach programs must provide 501 (c) (3).
- For-profit businesses
- Private clubs/organizations that limit membership for reasons other than capacity
- Nonprofits primarily engaged in lobbying or political activities
- Nonprofits NOT compliant with all federal, state, & local laws, including taxation
- Nonprofits NOT compliant with current public health guidelines, including coronavirus pandemic phased reopening restrictions
Contact Information

Nonprofit Org Name: Gateway HorseWorks
ED/CEO Name: Kristen de Marco
Address: 694 Sugartown Rd
City, State Zip: Malvern, PA 19355
Phone: 484.433.9911
Website: gatewayhorseworks.org
EIN: 475474101
Year Founded: 2015

ED/CEO E-mail: Kristen@gatewayhorseworks.org
Board Chair Name: Kristen de Marco
Grant Proposal Contact Name: Kristen de Marco
Grant Proposal Contact E-mail: Kristen@gatewayhorseworks.org

In filing this application, the nonprofit certifies that it complies with all federal, state & local laws, including taxation; complies with current public health guidelines; and complies with coronavirus pandemic phased reopening restrictions.

Agreed by: Kristen de Marco
Date: 10/29/2020

Nonprofit Field/s of Interest

- Arts, Culture & Historic Preservation
- Education
- Community Development
- Environment & Animal Welfare
- Health
- Human Services

Figures

<table>
<thead>
<tr>
<th></th>
<th>Current</th>
<th>PRE-COVID (as of 1/1/20)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Operating Budget</td>
<td>$159,879.46</td>
<td>$282,419.69</td>
</tr>
<tr>
<td>Full-Time Equivalent Paid Staff</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td># Board Volunteers</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td># Committee Volunteers</td>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td># Active Direct Service Volunteers</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Annual Volunteer Hours</td>
<td>250</td>
<td>200</td>
</tr>
</tbody>
</table>

Funding: Please indicate if your nonprofit has received funding from any of these regional sources over the past few years. We will invite them to review this funding request.

- [x] ChesCo Comm Fdn
- [x] Brandywine Health Fdn
- [x] Phoenixville Comm Health Fdn
- [x] United Way ChesCo
- [x] United Way S ChesCo
- [x] ChesCo Dept Comm Devel
- [x] Other significant funders:
  - Caroline Alexander Buck Foundation
  - Neubauer Family Foundation
  - Chester County Bar Foundation
  - The Moran Family Foundation
  - [x] ChesCo Dept Human Svcs

Federal Single Audit

- [x] Is your nonprofit subject to a federal single audit (formerly known as the OMB Circular A-133 audit)?
- [x] If yes, did your nonprofit’s most recent federal single audit disclose any issues?
- [x] If yes, have these issues been adequately addressed?
1. **Mission**

*Gateway HorseWorks incorporates horses for the mental health treatment of people.* Over the years, GHW has prioritized breaking down barriers to accessibility of equine-assisted psychotherapy (EAP) by designing and developing trauma-informed community programs - free to participants - in collaboration with an amazing group of like-minded donors, foundations, organizations and government institutions.

2. **What geographic area is served?** *(If not all of Chester County, specify primary Chester County regions served)*

Gateway HorseWorks serves Chester County and the Greater Philadelphia Area.

3. **What population is served? How have your service numbers been impacted by COVID?**

Gateway HorseWorks provides critical access to innovative, meaningful mental health treatment to our communities’ most underserved individuals and families. We make free mental healthcare accessible through community partnerships to serve Veterans, human trafficking survivors, adults and youth impacted by the justice system, crime victims, people in recovery from addiction, COVID-19 essential workers, youth in residential treatment, and bereaved children and families. Over the past 5 years, Gateway HorseWorks has experienced exponential growth annually. From 2018 to 2019, clientele increased 22% serving a total of 655 unique individuals attending sessions over 1100 times.

In 2020, programming was projected to grow by 15%, expanding our existing programs and partnerships as well as developing new services and community partnerships rooted in accessibility to equine-assisted psychotherapy. In early March of 2020, we made the decision to halt in person programming due to COVID-19. Though we quickly adapted to make telemental health services available, our session hours decreased and client attendance naturally followed. For example, our Stable Pathways program, which operates at the Chester County Prison complex, was halted as prisons and jails around the state and country went on lockdown with highly restricted movement. Residential programs like Galloping Home for Veterans, Breaking Free for people in recovery, and It Takes a Village for adolescents in residential treatment were unable to transport groups in agency vehicles to our farm to participate in programming due to social-distancing restrictions. In 2020, we experienced an 88% decrease in total unique individual clients served (144), and a 61% decrease in aggregate session attendance (437).

4. **What has been the impact of COVID-19, and how has your nonprofit responded?**

At the onset of the COVID-19 pandemic, Gateway HorseWorks quickly adapted to provide accessible telemental health services to our Chester County community members through Zoom’s HIPAA compliant platform. For some of our program partners, we saw early success in adapting our programs to be made available virtually. In our Beyond the Barn program for youth impacted by the justice system we saw an increase in attendance, program completion, and were, for the first time, able to serve youth housed at the Chester County Youth Center. We were also able to provide new and responsive programs serving clinical and non-clinical healthcare workers in extended areas of the county who don’t have childcare or the ability to travel to the farm. Due to the adaptability of our outdoor services to meet CDC safety guidelines, we anticipated programs to resume during the summer months. However, it became clear that the logistical implications of the COVID-19 pandemic had a longer standing impact on our program partners than originally expected. Many of our residential program clients are transported to the farm through close-contact group transport and face stringent restrictions on leaving campus. Though Gateway HorseWorks is well positioned to provide safe services due to the nature of our work (outdoors, readily socially-distanced, small team of employees, and minimal public visitors), a number of our community program partners have been unable to return due to the logistical hurdles facing their unique industries. Several of our organization’s fee-for-service program partners were unable to resume programming. Operating these programs created financial stability and enabled greater access across diverse community groups throughout our county.
Our innovative mental health services are needed in Chester County. Gateway HorseWorks is committed to reimagining our organization and our services to meet the needs of all of our community members in inclusive and innovative ways. In September 2020, a generous donor family purchased a farm which our organization can call home. This permanent facility is being completely renovated to not only exponentially increase the amount of clients we can serve, but there will be many covered outdoor spaces with good airflow, providing a safer, socially-distanced experience. As we look ahead to our next phase of strategic planning, it is clear that how we respond to the needs of our community is critical. Gateway HorseWorks’ Board of Directors has begun to build a community advisory committee focused on amplifying voices which represent the clients that we serve. We are engaging our advisory committee and staff in reimagining services in ways that can better serve our neighbors and the heightened - often critical - mental health needs of those placed most at risk.

5. What would this funding be used for? How does this demonstrate innovation and resiliency in dealing with COVID impacts? What would be the community impact of this anticipated funding? Why is it important to fund this now?

Mental Health Needs in the COVID-19 Era
In America, one in five adults experiences mental illness and nearly one in six youth (National Alliance for Mental Illness). Studies indicate that the psychological impact of the COVID-19 pandemic will be prevalent for years to come (Sher, 2020.). As detailed in a recent Washington Post article, according to a Kaiser Family Foundation poll, nearly 50% of Americans report that the Coronavirus pandemic is affecting their mental health. Mental health care is historically underfunded and inaccessible to many of our most systematically disenfranchised neighbors. The mental health needs facing our community have been greatly impacted by the COVID-19 pandemic and are projected only to increase. This pandemic is impacting our mental health, and according to Dr. Ann Masten, Ph.D. in Tara Heale’s article Your ‘Surge Capacity’ Is Depleted — It’s Why You Feel Awful for Medium.com, we are diminishing our “surge capacity” - our collection of mental and physical adaptive systems that humans draw on for short-term survival - without the ability to replenish. Heale later details the importance of the recovery period in building coping mechanisms and resilience, yet the COVID-19 pandemic presents an ongoing, chronic stress that requires new models of coping and recovery. The need for long-term access to community centered trauma-informed mental health care has never been greater. Gateway HorseWorks seeks to continue to sustainably offer the innovative and groundbreaking mental health treatment, equine-assisted psychotherapy.

Measuring Impact: Diverse Program Participants
Our community program partnerships have yielded positive results in specialized areas of measurement. As each program partner is unique, we work together to develop the critical outcomes that can meet specific needs of our clients.

- **Stable Pathways**: Beginning in October 2019, Stable Pathways offered client sessions on Chester County Prison Complex grounds, making it accessible for more people in pre-release from prison. The horses are transported to the prison for weekly sessions at the pre-release center. Post and rail fencing and a run-in shed have been erected at the prison where sessions are held. This groundbreaking, permanent pasture enabled us to expand our services and provide meaningful opportunities for mental health care to people experiencing incarceration. Early results indicate a 0% recidivism rate for program graduates. Additionally, 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 in the nomination, naming Chester County Prison’s partnership with GHW Stable Pathways program their “greatest success” in cognitive based programming available to people during their incarceration.
• **Breaking Free:** In 2018, 21% of Recovery Center of America patients participated in the Breaking Free Program. These patients stayed in treatment 49% longer and completed a full course of treatment at three times the rate of those who did not participate in equine-assisted psychotherapy.

• **Beyond the Barn:** In partnership with the Chester County JPO and CYF, in fiscal 2019-2020, 74% of all youth enrolled completed a full course of treatment, 81% were not rearrested within six months of discharge from the program, and 78% were not placed out of home within two months of discharge from the program.

It is critical that these mental health services that deliver real time positive impact for many of our most vulnerable participants remain available to all in our Chester County community.

**Funding Our Future**

**Strategic Reimagining**

As our partnerships have shifted due to the impact of COVID-19, our organization is required to reimagine innovative ways to make this trauma-informed somatic intervention accessible to all throughout Chester County. We are dedicating staff hours, the building of a community based advisory committee, and volunteer Board hours to developing a new strategic plan that centers the needs, experiences, and ideas of our participants and community. Our objective is to continue to make this groundbreaking mental health treatment available to community partners and organizations that would normally find services cost prohibitive. We know that the demand for mental health services is high and will continue to increase. We plan to increase our capacity by hiring additional part-time staff to ensure that our services can meet the exponentially growing needs of our community. Through the support of the Chester County Community Foundation we can continue the tradition of offering pilot programs to new and developing community partners ensuring that our most vulnerable clients are able to continue to access equine-assisted psychotherapy in innovative and responsive ways.

**Our Herd of Horses**

Upon joining our team, each horse in our herd of mostly rescue horses finds a home for life. We commit to a lifetime of optimal care for every four-legged partner in our organization. The cost of care for our treatment team of six horses is modestly $5000 per month. This includes farm and facility maintenance to ensure their safety and health as well as that of our clients, veterinary care, feed, and other necessary supplies and maintenance. In ordinary circumstances, the cost of our horses is offset by fee-for-service programming. However, absent this stream of income, our herd maintenance costs become a primary concern. Our horses are the center of our organization and are the key element of delivering trauma-informed mental health services to many who struggle with traditional mental health approaches in our community.

6. **How much funding is sought? How does this compare to your annual operating budget and this years’ projected deficit? What is the expected timeframe for use of funds?**

Gateway HorseWorks seeks $50,000 in funding. To date, in 2020 we have experienced a 52% revenue deficit. Funding of this size will enable our organization to continue to build toward a future in which all of our community members can have access to the critical mental health service equine-assisted psychotherapy. This funding would restore our organization to 74% of our 2019 operating budget. We intend to invest in the long term vision of accessibility at our new facility including bringing on additional part-time staff to increase our capacity to serve, sustain optimal horse care supported by this funding through the end of the fiscal year, and investment in our 2020-2021 partnerships and strategic development.
<table>
<thead>
<tr>
<th>Funding Area</th>
<th>Unit/Rate</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part-Time Staff</td>
<td>8 months x $750/month</td>
<td>$6,000</td>
</tr>
<tr>
<td>Horse Care</td>
<td>8 months x $2,500/month</td>
<td>$20,000</td>
</tr>
<tr>
<td><strong>Strategic Reimagining</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration and Staff</td>
<td>60 hours x $25/hour</td>
<td>$1,500</td>
</tr>
<tr>
<td>Marketing and Outreach</td>
<td>100 hours x $25/hour</td>
<td>$2,500</td>
</tr>
<tr>
<td>Community Program</td>
<td>Sustainability</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4 community pilot programs</td>
<td>$20,000</td>
</tr>
<tr>
<td><strong>Total Amount Requested:</strong></td>
<td></td>
<td>$50,000</td>
</tr>
</tbody>
</table>