

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 ###





**Chester County Nonprofit
Innovation & Resiliency Fund
Grant Request Form**

Contact Information

Nonprofit Org Name: Wings for Success	ED/CEO Name: Jill Laufenberg
Address: PO Box 1184	ED/CEO E-mail: jill@wingsforsuccess.org
City, State Zip: Malvern, PA 19355	Board Chair Name: Rehana Wolfe
Phone: 610-644-6323	Grant Proposal Contact Name: Jill Laufenberg
Website: www.wingsforsuccess.org	Grant Proposal Contact E-mail: jill@wingsforsuccess.org
EIN: 23-295-1962	Grant \$ Amount Requested: \$50,000
Year Founded: 1997	

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:  Date: 11/11/2020

Nonprofit Field/s of Interest

<input type="checkbox"/> Arts, Culture & Historic Preservation	<input type="checkbox"/> Education	<input type="checkbox"/> Health
<input type="checkbox"/> Community Development	<input type="checkbox"/> Environment & Animal Welfare	<input checked="" type="checkbox"/> Human Services

Figures	Current	PRE-COVID (as of 1/1/20)
Annual Operating Budget	\$434,654.52	\$447,509
Full-Time Equivalent Paid Staff	#2	#1
# Board Volunteers	#11	#12
# Committee Volunteers	#36	#29
# Active Direct Service Volunteers	#51	#120
Annual Volunteer Hours	#10,000	#22,000

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.

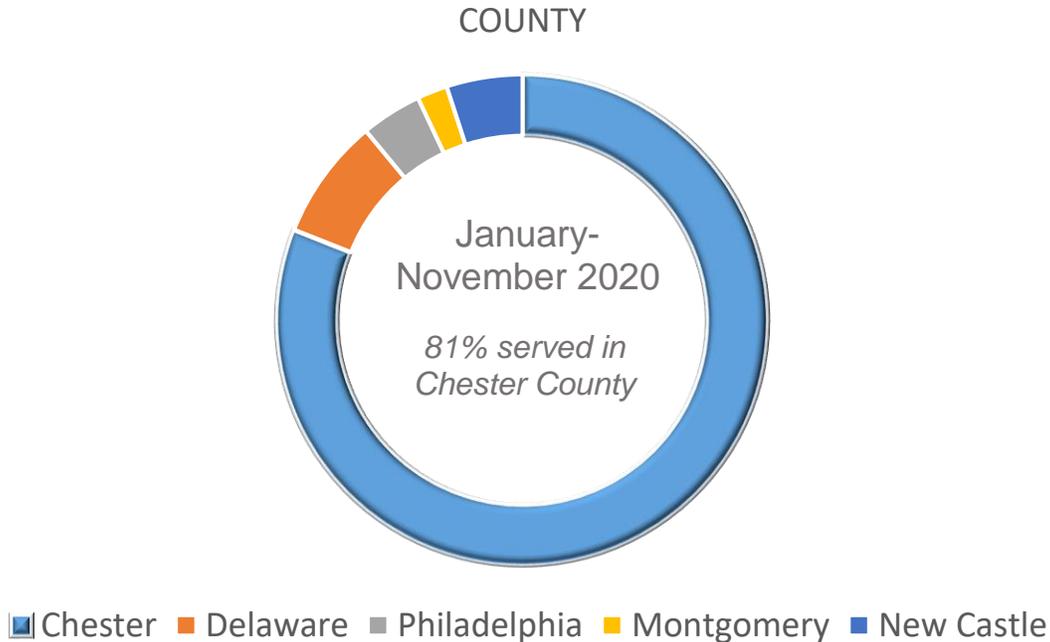
<input type="checkbox"/> ChesCo Comm Fdn	<input type="checkbox"/> Brandywine Health Fdtn	<input type="checkbox"/> United Way ChesCo	<input type="checkbox"/> ChesCo Dept Comm Devel
<input checked="" type="checkbox"/> ChesCo Fund/W&Girls	<input checked="" type="checkbox"/> Phoenixville Comm Health Fdtn	<input checked="" type="checkbox"/> United Way S ChesCo	<input type="checkbox"/> ChesCo Dept Health
Other significant funders: Connelly Foundation, McLean Contributionship, Brook J Lenfest, WW Smith Charitable Trust			<input type="checkbox"/> ChesCo Dept Human Svcs

No	Yes	Federal Single Audit
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Is your nonprofit subject to a federal single audit (formerly known as the OMB Circular A-133 audit)?
		If yes, did your nonprofit's most recent federal single audit disclose any issues?
		If yes, have these issues been adequately addressed?

1. Mission

To empower women in need to pursue employment and economic security through apparel, advice and advocacy.

2. What geographic area is served?



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

We have seen significant changes in the population served in 2020:

- 81% of the women are residents of Chester County vs 74% in 2019.
- 70.5% of the women make <\$30K annually with 50% making <\$10K annually.
- The number of Latinas served increased by 56%.
- 79% of the women receiving clothing had dependent children in their household and 70% of those were single-income households.
- 65% of the women receiving clothing were currently employed or recently employed yet could not afford the basic necessities to maintain their employment. 31% of these women were frontline workers receiving brand-new medical scrubs, undergarments, socks and shoes.
- 67% of our advice session attendees were seeking help with the tools needed to procure a job.

At this time last year, Wings for Success assisted 737 women in accessing professional clothing, advice, and practical support for the workplace. We have served 21% more women during 2020, with workshops seeing a 92% increase in participants, making up half of the women seeking our services.

Wings actively collaborates with 38 NPOs in Chester County that work with vulnerable populations of women that might be escaping domestic violence, overcoming addiction, struggling with homelessness, battling cancer, veterans returning to the workforce, and the unemployed/underemployed. An additional 20% of our referring partners represent education and job training programs such as CareerLink and EARN as well as various direct outreach strategies. These partnerships assist vulnerable populations of women to become financially stable and self-sufficient.

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

Wings for Success paused our programs for two weeks in March when Pennsylvania faced a mandatory quarantine and immediately pivoted our services to resume serving women on March 30th. Listed here are the ways we adjusted our programming specifically in response to the pandemic and have included details of service processes and procedures.

Emergency Clothing Bags (started in April): We replaced our in-person appointments to curbside pick-up and local delivery of clothing for frontline workers, domestic violence victims and shelter residents.

- These bags are arranged much like a dressing appointment, where the client fills out an online form with all of their information and a time is arranged that works for both the client and a volunteer.
- Bags are assembled by a trained volunteer and placed outside our doors for contactless pick-up.
- Bags for 4 or more employees at the same location may be delivered to their work by a volunteer.

While this was a first for our programs, we have recognized how these emergency bags serve the demographic of working women whose schedules are constrained. Wings will continue this service for anyone with such time constraints like frontline workers who are often working 12-hour days.

EXPENSE: \$14,150

Workshops & One-on-One Advice Sessions: All workshops and advice sessions went virtual immediately.

- Presentations were reformatted to be Zoom friendly and workshop volunteers were trained on how to lead virtual workshops and engage attendees.
 - This allowed us to customize workshops to referral partner needs including contact and day/time/length.
 - Accessibility increased the number of attendees.
- The rise in unemployment increased the demand for workshops on job readiness skills and financial advice.
- Staff hours were increased for our Kennett Square Program Manager since she was equipped to handle the design, outreach and implementation of the virtual workshops and train our volunteers.

EXPENSE: \$4,200

Safety Procedures for In-person Dressing Appointments (which resumed in June)

- Every person inside our site must wear a mask, covering both mouth & nose.
- Hand sanitizer is located inside the entry door and throughout the site for easy access.
- In order to limit the number of people on-site at one time, the Program Managers must be informed of any unplanned visits.
- Remote controlled UV sanitizing lights were purchased for the dressing rooms to ensure the safety of our volunteers and staff.

EXPENSE: \$1,546

Technology: We transitioned all appointment requests to online forms (it was previously done by phone). This online form becomes our electronic intake form to track all client data and demographics.

- To schedule the appointment, the form allows clients to communicate what type of clothing or uniform they need and how they were referred to us.
- The Program Manager must match the time & day with an available volunteer.
- Once the client's appointment is confirmed with an available volunteer, pertinent information is shared such as the client's age, size, employment status, needs for uniform, and a Google Calendar invite is set up for that volunteer with the client's contact information.
- While in June we started serving our in-person waiting list, we still limited the site to one client and two volunteers at a time. Starting in September, we started accepting group appointments. With safety precautions in place, we are able to serve groups of 4 or less.
- In-person appointments require all volunteers to adhere to the safety processes and procedures we created in adherence to the CDC guidelines.
- For safety purposes, volunteers do not enter dressing rooms at any point.

Volunteers were trained to use our remote phone service to assist with client communication/follow-up to the online appointment requests.

- Assigned specific days to help with checking voicemails and following up with online appointment requests.
 - Electronic forms were created for these volunteers to: confirm the information the client filled out on their online form; confirm the best day and time for an emergency bag pick-up or dressing appointment.

We created online communication & sign-up for all clothing donations.

- All donors choose a time for dropping off their donations on the designated donation days at either the Kennett Square or Frazer locations.

- Ensures social distancing by limiting the number of people at the sites.
- Helps control the amount and quality of donations we are receiving by informing them of our current needs when they sign up.
- Limits the quantity being donated by each individual.

EXPENSE: \$6,100

Fundraising: Development is inevitably difficult for small non-profits like Wings for Success during a national emergency when individual, corporate and foundation funding is typically directed elsewhere; much like we saw after 9/11, Hurricanes Katrina and Maria, the Haiti Earthquake, California Wildfires, etc. Then, add a Presidential election year and we certainly saw a drop in individual donations. Unfortunately, major donors and foundations that we had anticipated giving in 2020 communicated that their funding would be going to causes they felt were more essential than ours. This created a new challenge, how to communicate that the services we are providing have impacted lives locally during the pandemic. Early on we focused on how Wings was equipping and serving frontline workers and domestic violence victims with our emergency bags, then it turned into sharing how we were empowering the record number of job seekers through virtual workshops.

Some examples of how we adjusted our fundraising:

- Wings leadership decided in early March to go virtual with our May fundraiser, Wine with Wings. We were fortunate to already have an auction software and a staff willing to put in the extra hours to learn the skills necessary to run a successful virtual event and engage supporters through online communications. This exceeded our expectations; however, it was also at the start of the pandemic and we had already procured sponsorships and auction items.
- Our staff used their creative thinking to produce short videos that would inspire our stakeholders and reach new supporters. This involved many hours of creating scripts, filming footage, editing and pairing the final video with messaging to inspire the viewer. The videos we created included client testimonies, messages from volunteers, examples of how we were serving during the pandemic, inspirational messages about giving back to the community, testimonials from donors/sponsors, volunteer trainings, and messages from the staff. These were shared in emails, on social media, and some during the virtual events.
- Our fall fundraiser is usually our most lucrative and with the decline of COVID cases in our county, we made the decision to do a hybrid event that was virtual and in-person. Taking lessons learned from the spring event, we utilized communication through emails as well as social media to inspire our supporters to give. While we raised 20K less than what we budgeted for in January, we considered the supporter engagement and outreach to new donors a success.

EXPENSE: \$4,240

PPP Loan in April: We were fortunate to receive \$28,000 in PPP assistance. This allowed us to keep our staff at the hours they were working pre-COVID and add hours to the staff who were essential in taking all of our programming and communications virtually.

EXPENSE INCURRED TO INCREASE PART-TIME STAFF HOURS DUE TO COVID: \$11,100

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?

This funding would allow our organization to continue equipping underserved women and the non-profits working with vulnerable populations of women who depend on our services in Chester County. By supporting Wings for Success, you are also supporting the work of the non-profits who turn to us for clothing and career coaching for their clients. Our partners include Chester County OIC, CCIU, MCHC, Gaudenzia, Home of the Sparrow, YoungMoms Community, KACS, Friends Association, Safe Harbor, The Garage Community and Youth Center, Career Core, the ARC of Chester County and many more. As you can see, the impact on the community goes beyond our work at Wings for Success, as we are helping bring stability to the lives of hundreds of women being served by like-minded partners across the county.

The leadership team at Wings for Success quickly adapted to face the challenges of the pandemic and successfully reworked all of our services to be contact-free or virtual. When we were ready to start serving in person, we evaluated

our programs and created new processes and procedures to ensure the safety of our clients, volunteers and staff. Every aspect of our programming required adjustments due to COVID-19. We immediately connected with our partners and past clients to communicate that we were able to continue meeting their needs in accordance with the CDC guidelines. Very quickly, partners in the healthcare industry sought our help to equip their employees with new scrubs, undergarments, socks, leggings and shoes. Past clients who were on the frontline serving were connecting coworkers. And unfortunately, we saw an increase in domestic violence victims who were also coming to us from shelters with only the clothes on their backs. During this time, our Kennett location saw an increase in Spanish-speaking clients working in agriculture, cleaning, home healthcare, and restaurant industries.

We are proud to say that we have shown much resiliency during these uncertain times and are hopeful that we may continue to be innovative in building on the changes we have brought to our programs. One major focus and need for these innovations is supporting the growth and demand for workshops. While what we have accomplished through workshops in a short time is impressive, the fact that we have seen a 92% increase in workshop attendance during the pandemic shows that it is certainly meeting a community need. In addition to the workshops, we provide one-on-one advice sessions that allow us to help clients address their unique situations. Sample topics addressed include personal budgeting, building their resume and LinkedIn profile, effectively presenting oneself when changing fields of work, presenting oneself when competing with much younger candidates, and addressing a long gap in employment history.

While we successfully modified and improved our programming, we faced other challenges that required us to recover quickly from situations not related to the dangers of COVID-19. Within a period of three months we had a staff member, Board President and Treasurer all resign. Initially, this seemed like an inopportune time, but not everyone is cut out for adversity. As we faced much uncertainty within the organization, it made our staff and Board of Directors stronger to work through these unexpected and challenging changes. Our new Board President, alongside the Executive Director and Executive Committee, guided the creation of an Emergency Strategic Plan to carry the organization through the pandemic. This meant adjusting staff job descriptions along with their hours, defining our priorities with programming and adjusting our development plan. Even as this application is being written, the Board of Directors is having an all-day meeting this coming weekend to discuss our goals for 2021 as well as changes to marketing and development.

Our organization's goals and objectives are articulated in our 2020 Strategic Operating Plan and key initiatives this year remain the same in the midst of the pandemic, which include:

1. Position women in need for success in the job market and the workplace by providing the foundational services, guidance, support and work appropriate apparel.
2. Increase access to our services to more referral and community partners.
3. Engage and inspire more champions (volunteers, clients, board, and community) to build the financial support necessary to deliver our mission.

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?

We are asking for \$50,000, which is 11.5% of our adjusted 2020 budget and would help close the gap on our \$14,000 deficit and assist us in moving forward with COVID-19 related expenses. Women are among the hardest hit populations in this pandemic. In order to meet the growing needs of women in our community we would utilize this funding immediately to equip the growing number of women and girls in Chester County utilizing our services. Specifically, the services of clothing, workshops and one-on-one advice sessions will improve our clients' economic opportunities and increase self-sufficiency through steady employment, advanced employment, and increased education and training. *Attached is a spreadsheet with the itemized costs.*