

**CHILDREN'S HOME FOUNDATION**  
APPLICATION FOR FUNDING COVER PAGE



A completed copy of this cover page must accompany all applications for funding directed to the Children's Home Foundation Fund, a fund of The Foundation for Enhancing Communities. **Please provide the following information in a narrative of five pages maximum, exclusive of attachments.** Completed applications may be mailed or hand delivered to the following addresses and must be received by—not postmarked by—4pm on the respective deadline date. MAILING ADDRESS: The Foundation for Enhancing Communities, PO Box 678, Harrisburg, PA 17108-0678. PHYSICAL ADDRESS: The Foundation for Enhancing Communities, 200 North 3rd Street, 8th Floor, Harrisburg, PA. Contact Jennifer Strechay, Program Offer for Community Investment, at [jstrechay@tfec.org](mailto:jstrechay@tfec.org) or 717-236-5040 with questions.

**Name of Organization** Operation Warm

**Name and Title of Executive Leader** Grace Sica, Executive Director

**Mailing Address** 50 Applied Bank Boulevard, Glen Mills, PA 19342

**Telephone** (610) 388-2500

**Website** [www.operationwarm.org](http://www.operationwarm.org)

**Name and Title of Contact** Kathleen Feeney, Grant Writer and Development Coordinator

**Email Address of Contact** 50 Applied Bank Boulevard, Glen Mills, PA 19342

**Amount of Funding Requested** \$2,200

**Purpose of Funding Request** To provide new coats to 100 unserved children at the Capital Area Head Start.

**Briefly describe your organization:**

- A. Mission, purpose, and history
- B. Service population and geographic area served, including demographics
- C. Current programs, activities, and accomplishments

**Briefly describe the project for which you are requesting funding:**

- A. Project goals, objectives, and planned activities/events
- B. Project timetable and budget; *the project budget is separate from the organization budget*
- C. Constituency served or targeted population
- D. Other funding sources and amounts
- E. Project benefits and anticipated results
- F. Description of how project differs from similar projects in geographic area served.

**Additional Information Required:**

- A. List of your current Board of Directors
- B. Copy of your organization's current budget AND first page of the organization's 990. *If 990 is not available, provide applicant organization's most recent audit or financial statement.*
- C. Copy of your 501(c) (3) Letter or proof of application
- D. Copy of your registration with the Pennsylvania Bureau of Charitable Organizations

E. While Letters of Support are NOT REQUIRED for this grant opportunity, they may be submitted with your grant materials. *If your project represents a partnership or is 100% dependent upon participation by an organization presented in your application, please provide a letter from each organization that confirms their agreement to participate in the project.*

**The Foundation for Enhancing Communities  
Children's Home Foundation Fund**

**ORGANIZATION**

**A. Mission/Purpose/History**

Operation Warm provides warmth, confidence, and hope to children in need through the gift of brand-new winter coats. We believe a brand new coat is more than a coat. Through serving millions of children in need, we have seen that a brand new coat offers a child physical and emotional warmth, confidence to socialize and succeed, and hope of a brighter future. As an organization founded and headquartered in southeastern Pennsylvania, Operation Warm has an innate interest in serving the needs of communities throughout the Commonwealth, including the counties of Cumberland, Dauphin, and Perry. To identify and reach children most in need, we partner with community-based organizations, area agencies, and corporations, as well as service groups such as Firefighters, Rotary Clubs, Kiwanis Clubs, and others in neighborhoods and communities. In addition, preschools, schools and school districts continue to serve as key partners to identify and reach low-income children in an effective and appropriate manner.

**B. Population Served/Demographics**

Operation Warm serves children, ages 3 to 12, who are identified as economically disadvantaged based on census data, free and reduced lunch eligibility, and other factors such as adult unemployment, and homelessness. Specific children in need are identified by partnering organizations as described above whose staff have personal relationships with the children and their families allowing the new coats to be gifted in a thoughtful and appropriate manner.

**C. Current Programs/Activities/Accomplishments**

Operation Warm currently provides brand new high-quality coats, that are thoughtfully designed and well made, to children in need. We maintain a 95% efficiency rate and hold a 5-Star rating by Great Nonprofits. In the fall of 2018, we introduced a limited pilot program of The Green Guardian™, an eco-friendly coat made of recycled plastic bottles. Other current programs include "A Warm Welcome to the Library" program whereby participating children attend a literacy-focused event at their local libraries and receive a brand-new coat and two on-level books to take home. Last fall and winter, our library program was implemented at 50 total libraries, including two locations of the Free Library of Philadelphia. Similarly, we have expanded our programming to include subsidized housing sites as well as health clinics. In these ways, we are working to provide connectivity between and among low-income families and the supports already existing within their communities.

## **PROPOSED PROJECT**

### **A. Goals/Objectives/Activities**

Operation Warm is thankful to the Children's Home Foundation for the generous grant of \$2,000 for the fall and winter of 2019/20. In total, 90 Head Start children received the gift of a brand-new winter coat. As Head Start teachers have communicated to Operation Warm when submitting their requests for coats, "Families would be so very appreciative of being able to provide their children with warm coats, which lessens the burden on already stretched family finances" and that a new coat makes children and families feel, "warm, happy, less stress..." The goal of our 2020/21 coat-giving in the central portion of our state is to again serve the Capital Area Head Start with 90-100 coats. Coats will be gifted to children who did not receive one last year, who are new to the program, or who have outgrown last year's coat.

With a new Operation Warm coat, children will be able to maintain daily program attendance during Pennsylvania's winter weather, helping ensure they have access to critical classroom instruction time, warm heated classrooms, outdoor play with peers, and nutritious food. This year, we continue to use more in-depth surveying and data collection to assess change brought about by our project activities, including community investment, individual feelings, environmental impact (including social responsibility audits of our overseas manufacturing facilities), beneficiary effectiveness in assessing additional resources, family impact, new coalitions established, and long term outcomes.

Due to the current COVID-19 pandemic, we are committed to serving our families who will likely be in more need than ever before. Of note, our coats already arrive individually wrapped in plastic and we are working to plan and accommodate for modifications to the delivery and gifting of our coats as needed due to social distancing or other precautions.

### **B. Timeline and Budget**

The following timeline has been established for the proposed project:

- 15 days post award: Deadline for identification of children to be served.
- 20 days post award: Deadline to place orders for coats.
- 30 days post award: Deadline for delivery of coats.
- 45 days post award: Deadline for gifting of coats.
- Upon Completion of the Program/No later than 3/31/21 Deadline for Return of Outcome Surveys.

Note: The timeline may vary slightly due to shipping times and other variables.

The cost per child to receive a new Operation Warm coat is approximately \$22/coat. This figure allocates the expenses of Operation Warm over the number of coats. For the proposed project, a \$2,200 grant from The Children's Home Foundation Fund will directly provide new coats to

approximately 100 preschool children. The total budget, including in-kind contributions in the form of discounted coat prices and shipping costs, is \$9,385.

### **C. Target Population**

As mentioned, the target population for the proposed project is 90-100 preschool-aged children attending Capital Area Head Start programs in Dauphin County. While Capital Area Head Start serves all three of the counties that comprise the Children's Home Foundation Fund's target area (Cumberland, Dauphin, and Perry counties), Dauphin County alone has 527 preschool children enrolled in the Head Start program and therefore will serve as the County of focus. All children enrolled in the targeted Head Start program are from families whose annual incomes are below the poverty guidelines that define program participation.

### **D. Other Funding**

Operation Warm will secure charitable contributions from corporations, foundations, organizations, government agencies, and individuals to support the proposed Head Start program. Our fundraising strategies include grant writing; employee campaigns; personal solicitations; direct mail and electronic campaigns; radio station partnerships; and cause marketing, among others. We also raise funds through our Rotary and Kiwanis Club initiatives and Firefighter partnerships. Other Foundations that have supported children and youth in the targeted counties and who have or will receive requests for funds for 2020 include the Donald B. and Dorothy L. Stabler Foundation, the Joshua W. and Bessie H. Kline Foundation, and the Keystone Savings Foundation.

While Head Start receives state and federal funding to operate its program, no state or federal funds will be allocated to the proposed project.

### **E. Anticipated Results**

In alignment with our main mission, we measure success by how many children receive new Operation Warm coats. Therefore, the main anticipated result is that 100 children will receive new coats this fall/early winter. We also anticipate, and have observed over the past years, that the new coats will have a positive impact on those who receive them and those who have the opportunity to personally gift them. We have conducted, and will continue to conduct, evaluations with our community partners and beneficiary recipients to obtain their impressions of the personal impact on children and families, our operational efficiency, and perceived coat quality. This data is obtained on an organizational level through our annual surveys of community partners, normally administered within three months of the end of our coat distribution season.

Our 2019/20 Beneficiary Survey of over 180 organizations reflects the following successes:

- 94% of respondents agreed that children or adults receiving coats experienced improved self-esteem.
- 97% of respondents agreed that gifting coats helped build trust with the children and adults they serve.
- 96% agreed that children with adequate winter clothing are less likely to miss school on cold days.

We also directly surveyed 2,229 children in 20 different states who had received an Operation Warm coat. Some of the results of that survey were:

- 88% Agreed or Strongly Agreed: “Having the opportunity to choose a coat style that’s right for me helped me feel good about myself.”
- 92% Agreed or Strongly Agreed: “I feel happy because an adult cared about me enough to give me a brand-new coat.”
- 73% Agreed or Strongly Agreed: “My new coat helps me feel like I fit in with my other classmates.”
- 79% Agreed or Strongly Agreed their brand-new coat makes them feel confident.
- 77% Agreed or Strongly Agreed their brand-new coat makes them feel safe.

In addition, Operation Warm has significantly overhauled our logic model to evaluate the planning, implementation, and effectiveness of our programming. We continue to select our measurement tools each season (which may include longitudinal growth studies, psychologically validated and developmentally appropriate self-esteem and youth resilience measures, parent surveys, volunteer brigade surveys, and literature reviews). All of the above data is used to assess our immediate outputs, short-term outcomes, and long-term outcomes.

#### **F. How Project Differs from Other Area Efforts**

While other area organizations collect gently used or new coats found on sale from local retailers, we design, source and manufacture our own coats to provide low-income children with brand new, well-fitting, in-style coats at rates that are lower than wholesale. Our coats, produced in a variety of updated colors and styles that change annually, feature durable materials with deep pockets and detachable hoods and all of our coats include an inner label that reads “Made Especially for You!” with a place for the child’s name. This lets the child know that the coat is his or hers to keep.

Operation Warm has recently expanded its coat-gifting program to include programs at local libraries and community housing authorities to assist with the exposure to area supports and expand relationships between and among area residents and the staff who are dedicated to serving their needs.

## **ATTACHMENTS**

- A. List of Current Board of Directors:** Please see attached.
- B. Copy of Current Financial Statement and Budget:** Please see attached.
- C. Copy of 501C (3) Letter or proof of application:** Please see attached.
- D. Copy of Registration with the Pennsylvania Bureau of Charitable Organizations:**  
Please see attached.

## BOARD OF DIRECTORS 2020

### **BARRY ABELSON ESQ.**

*Partner, Pepper Hamilton LLP  
Chairman, Corporate and Securities Practice Group  
Listed in "The Best Lawyers in America"*

#### **Trustee:**

Children's Crisis Treatment Center  
Law and Economics, University of Pennsylvania  
Mann Center for Performing Arts

#### **OPERATION WARM**

Audit Committee  
Compensation Committee  
Executive Committee

### **BASIL ANDERSON**

*Former Vice Chairman, Staples, Inc.  
Former Executive Vice President, Campbell Soup Co.*

#### **Board Member:**

- Audit & Governance Committees, Charles River Assoc.
- Audit & Compensation Committees, Moody's Corp.
- Audit Committee, Becton, Dickinson and Company
- Executive Committee, Hasbro, Inc.

#### **OPERATION WARM**

Audit Committee  
Executive Committee

### **SUSAN BAILEY**

*Principal and Practice Leader, Corporate Solutions Consulting*

A highly accomplished executive with 35 years of broad-based general management experience in the global information technology and communications industries, Susan has built a solid reputation for consistently increasing top line revenue and gross margins, developing and growing new business segments, designing innovative sales, marketing and services strategies, redefining business processes and controlling expenses.

#### **Board Member:**

- Colorado Ballet
- Boys Hope Girls Hope



**WILLIE BAILEY, SR.**

*Battalion Chief of Public Affairs and Community Outreach with the Fairfax County Fire and Rescue Dept.*

*Retired, 21 year Army Veteran*

*Founder of Firefighters and Friends to the Rescue*

*Alexandria City Councilman*

**Board Member:**

Good Shepherd Housing

**Award Recipient:**

- Kate Hanley Community Service Award
- City of Alexandria Living Legend Award
- Heroism and Community Service Award; Firehouse Magazine
- Kappa Alpha Psi Inc., Community Service Award
- Rotary Club of Tyson Corner Citizen of the Year Award
- Northern Virginia NAACP Community Service Award

**OPERATION WARM**

Compliance Officer

**SCOTT BEAUMONT**

*Co-founder and former Chief Executive Officer of Lilly Pulitzer, a women's fashion apparel brand.*

*Former Executive Vice President and General Manager of The Eagle's Eye, a women's fashion apparel brand, from 1980 to 1993.*

*Formerly worked in General Management Consulting with Touche Ross.*

**Trustee:**

- The Chester Charter School for the Arts, Chair of the Finance Committee
- CSS Industries, Inc., serving on the Audit Committee and the Nominating and Governance Committee

**J. B. DOHERTY**

*Chairman and CEO, Imagemax, Inc.*

*President, TDH II*

*Chairman and Former Acting CEO, Monitoring Technology Corp.*

*Partner, K.S. Sweet Associates*

A former Marine (Silver Star, Purple Heart, Vietnamese Cross of Gallantry), J. B. has an MBA from Stanford and a BSE from the Naval Academy.

**OPERATION WARM**

Lead Director

Compensation Committee

Nominating & Corporate Governance Committee (Chair)

## **DOMINIQUE DUMOUCHEL**

*Business Development Director, Glenmede Trust Company*

Dominique is responsible for business development initiatives that foster relationships with high-net-worth individuals and families, family offices, endowments and foundations, nonprofit entities and institutional entities.

Dominique serves on the Development and Human Resources Board Committees for the Ronald McDonald House of Delaware, and is a mentor for the United Way of Delaware Women's Leadership Initiative. She is a frequent speaker at events and conferences, including the Million Women Mentors' Mentoring Strategies panel and the Philadelphia Society for Human Resource Management (SHRM) annual conference.

### **Award Recipient:**

- New Leaders in Banking, NJ Bankers Magazine (2013)

## **KRISTEN HAMER**

*Director of Corporate and External Partnerships for the Chicago Housing Authority (CHA)*

Kristen has raised over \$20 million in grant resources and spearheaded the creation and management of the CHA's new nonprofit affiliate, Springboard to Success.

Since 2008, Kristen has led CHA's partnership with Operation Warm to distribute 10,000 coats to over 3,300 CHA families in a one-day event.

### **OPERATION WARM**

*Nominating & Corporate Governance Committee*

## **ELIZABETH MORAN**

*Emeritus*

### **Trustee:**

- 1957 Charity Trust, The
- Brandywine Museum & Conservancy
- Bryn Clovis Charity Foundation, The
- Chester County Community Foundation (Founding Member)
- Community Volunteers in Medicine
- Devon Horse Show & Country Fair
- Home of the Sparrow
- Paoli Memorial Hospital

### **Award Recipient:**

- Jordan Award for Philanthropy (2000)
- Salvation Army's 2009 Others Award

**GREG PRATT**

*Chairman of the Board, Carpenter  
Technology Corp.*

*Audit Committee Chair, AmeriGAS Propane*

*Former Vice Chairman & OAO, Technology Solutions, Inc.*

*Former President & COO, Intelligent Electronics (1992-1996)*

*President, NACD Capital Area Chapter*

**OPERATION WARM**

Audit Committee (Chair)

Finance Committee

Executive Committee

**GEOFFREY ROGERS**

*Senior Vice President, Glenmede Trust Company*

**Trustee:**

- Brandywine Museum & Conservancy
- Christiana Care
- Delaware Symphony Foundation
- Easter Seals
- National Association of Estate Planners & Councils

**OPERATION WARM**

Compensation Committee (Chair)

Executive Committee

**RICHARD D. SANFORD**

*Chairman and CEO, Operation Warm, Inc.*

*Former Chairman and CEO, Intelligent Electronics*

**Trustee:**

- Brandywine Museum & Conservancy
- The Sanford Foundation

**OPERATION WARM**

Executive Committee

**JOHN STOCKMAN**

*Information Security Officer, Chubb*

John is an experienced Information Technology and Cyber Security engineer. He is currently the Information Security Officer with a global insurance company. For the past 20 years, John has applied a risk-based approach to building secure and resilient technology solutions in the highly-regulated financial services and healthcare industries. John started his career in technology with Commodore International, launching the Commodore 64 home computer, prior to becoming a founding employee of Intelligent Electronics.

## **TARA TOOCHECK**

*Campaign Manager, Running the World for Children*

Tara is passionate about philanthropy and has been working to inspire adults and children to think beyond themselves and help the less fortunate. With more than 20 years of experience, she has been involved in all aspects of nonprofit work from grant writing and hands-on fundraising to leading volunteers and chairing fundraising events. As manager of her son's successful Running the World for Children campaign, she has attained national media attention from Sports Illustrated Kids, Katie Couric, Disney, and others.

### **Trustee:**

- North Star School

## **TIM WALLACE**

*CEO, iPipeline*

Tim has over 30 years of experience in the software, service, and consulting industry. iPipeline is the leader in the delivery of SaaS solutions to the Life Insurance and Annuity Industry. Tim helped raise over \$30 million in funding for iPipeline in 2008 and then led a \$165 million-dollar recap with Technology Crossover Ventures in 2013 and another recap with Thoma Bravo in 2015 for \$400 million. Tim previously served as interim President and COO of MEDecision, Inc. (sold to HCSC); CEO and Chairman of FullTilt Solutions, Inc.; President & CEO of XLConnect Solutions, Inc. (acquired by Xerox).

### **Trustee:**

- Accuweather
- Energage

### **Award Recipient:**

- Ernst & Young Technology CEO of the Year, 2011

Annual Operating Budget	FY 20/21	
	ANNUAL BUDGET	
	FY 20/21	
	Annual Operating Budget	a
	4/1/20 - 3/31/21	
<b>OPERATING REVENUE, GAINS AND OTHER SUPPORT</b>		
<b>Contributions:</b>		
Individuals	678,731	
Foundations	1,302,445	
Corporations	685,894	
Organizations	2,834,443	
Government	201,946	
Cause Marketing Events	586,542	
<b>Restricted Funds</b>	-	
<b>In-Kind Retail Valuation (please see NOTE below regarding this accounting valuation)</b>	14,816,080	
<b>Interest and other income</b>	10,000	
<b>TOTAL REVENUE</b>	<b>21,116,081</b>	
<b>EXPENSES</b>		
<b>CORE PROGRAM</b>		
Children's coats	17,482,638	
Warehousing, packaging, transportation	671,097	
Salaries	1,849,175	
Employee benefits and payroll taxes	391,559	
	-	
Marketing and promotion	30,000	
Event Production	48,552	
IT & IT Consulting	163,804	
Travel	20,000	
Office expense & insurance	130,431	
Printing and postage	14,100	
Rent	136,162	
Telephone & utilities	24,052	
Professional fees, consultants, & other	52,500	

Taxes and licenses	17,710
<i>Depreciation, interest and other</i>	84,300
<b>Core Program Expenses</b>	<b>21,116,081</b>
<b>TOTAL EXPENSES</b>	<b>21,116,081</b>
<b>Change in net assets (operating income)</b>	<b>(0)</b>
<b>Children served (total # coats)</b>	<b>344,336</b> c
<b>COST PER COAT (EXCLUDING IN-KIND SUPPORT)</b>	<b>\$ 22</b> d

a) While our total expected revenue for 2020-21 is \$21,116,081, (including in-kind support), the total revenue we hope to raise through fundraising efforts is \$6,300,000.			
b) BUDGET OVER (SHORT): Represents committed revenue less estimated program expenses.			
c) TOTAL # COATS: Please note - figures are approximate.			
d) This budget is reflecting our anticipated decrease in number of coats distributed related to the current economic forecast, as well as significant changes to our expenses.			
NOTE: Operation Warm receives significant in-kind contributions, primarily in the form of reduced purchase price for coats, free shipping, and advertising/promotion. It is the organization's policy to record coats purchased from manufacturers at retail value (fair value) and to recognize charitable contributions (in-kind) for the difference between the actual cost and retail value. The organization records the cost of coats, at retail value, as a program expense. In-kind contributions are recorded as revenue and expense at the date they are provided to children. Management believes that retail is a clear measure of the value of donations received.			