



# ANNUAL REPORT

OUR CHALLENGING WORK:  
A REPORT ON GOALS FOR 2007-08



## Our Mission

Kids growing up in poverty often miss out on life lessons – how to behave well, make good decisions, build healthy relationships. WINGS instills those missing life lessons by weaving a comprehensive social and emotional education into a fresh and fun after school program. Kids get the life lessons they need to succeed and be happy – and a safe place to call home after school.



Each day at WINGS, the staff and kids state our Creed together, but it's so much more than a manifesto recited by rote or posted on the wall.

We're amazed at the dance steps and rhythmic moves the kids keep improvising during daily renditions. The Creed has come alive in a way we never anticipated when youth leaders dreamed it up during a staff retreat.

The Creed has become a shorthand serving as a powerful reminder that kids readily comprehend. It encapsulates the key principles of social and emotional learning in catchy language. It reinforces our teaching in structured group activities and informal, teachable moments.

It helps staff and kids align everyday actions with the 45 learning objectives that are the basis of the comprehensive social and emotional education we provide at WINGS, woven throughout fresh and fun activities.

*I soar with WINGS. Let me tell you why.*

*I learn lots of skills that help me reach the sky.*

*I love and accept who I am on the inside and know my emotions are nothing to hide.*

*Life's full of surprises that make me feel different ways.*

*If I can control myself, I will have much better days.*

*I understand the choices I make should be what's best for me to do,  
and what happens is on me and not any of you.*

*I understand others are unique. I want to learn more about everyone I meet.*

*I want to step into their shoes and see what they are going through.*

*I am a friend. I support and trust.*

*Working together is a must.*

*Kind and caring I will be.*

*I listen to you. You listen to me.*

*I soar with WINGS. I just told you why.*

*All of these things are why I fly high.*



Board President Rusty Bennett

We're amazed at what WINGS accomplished this year! Not only did we ramp up organizational capacity by leaps and bounds for the growth years ahead, we raised substantially more money to fund the expansion. And all of this while sustaining our programming at the same high levels of quality and effectiveness.

We demanded a tremendous amount of effort from the entire WINGS team. It was difficult at times, but this is what it takes to transform thousands of kids in the future.

This is how we will advance social and emotional education – right now and in the challenging years ahead. The top 5 highlights from my point of view are:

### **1. Hit ambitious fundraising targets**

Convinced both current and new supporters to increase investment significantly, raising a half-million dollars in only 3 months to launch our strategic 5-year Flight Plan.

### **2. Launch additional program**

The program started at Chicora Elementary School in a poverty-stricken North Charleston neighborhood is a big challenge with a big payoff – for the kids and their families, for the school, for WINGS.

### **3. Land competitive federal grant**

The U.S. Department of Education awarded WINGS a vote of confidence and a fiercely competitive 21st Century Learning Center grant for \$673,000 over four years to fund part of our costs for the new Chicora program.

### **4. Recruit fresh talent**

To recruit, hire and train enough staff to run a whole new program taxed our resources but taught important lessons in how we replicate our model without sacrificing high standards.

### **5. Implement tracking technology**

We now can monitor and measure the progress of WINGS kids toward the desired outcomes with a whole new level of precision, thanks to a state-of-the-art performance management system we call ETO – Efforts to Outcomes.

### Specific goals and status:

- Create complete codified set of strategies, practices and materials  
**Complete at 100%**
- 90% of Memminger goals and objectives are met  
**Complete at 100%**
- Deliver a high quality program to 120 kids  
**Complete at 100%**



WINGS at Memminger just gets better and better.

With the addition of The Creed, the staff delivered the strongest performance in years. The Creed made it easier for them to help kids conceptualize our social and emotional lessons. In addition we changed our curriculum to focus on one SEL objective each week. This also helped the staff stay focused on teaching the lessons thoroughly and consistently.

The lessons we are teaching the kids are beginning to carry over into the classroom:

- 100% of our kids rated 90 percent or higher for school attendance! (Yale research showed that WINGS kids are absent from school 25% less than non-WINGS kids – and that remains true today.)
- 94% received a grade of “average” or higher for responsibility.
- 88% received a grade of “average” or higher for cooperation.
- 80% received an average grade of “C” or higher in reading.

*Statistics based on active service slot kids (kids with 80% or higher attendance at WINGS)*

### Specific goals and status

- Design and implement a performance management system to measure the effectiveness of WINGS  
**Complete at 100%**
- Train staff to use ETO system  
**Complete at 100%**
- Develop best practices for system  
**Now at 85%, will be 100% by 12/08**
- Define set of measurable outcomes linked to WINGS curriculum  
**Complete at 100%**



Our new performance management system, ETO – Efforts to Outcomes – really takes the guesswork out of what WINGS does.

The system makes it easy to oversee and assess progress toward the desired outcomes. We still rely on observation, and use the same field-tested learning objectives. But this online tracking tool - customized to WINGS' specifications - provides instant feedback on how well the kids are learning the specific skills we're teaching.

ETO allows us to track the progress being made by individuals, by each "Nest" of 10-12 kids and by the WINGS-Leaders who are accountable for results.

The system makes it easy to oversee and assess ongoing efforts, and provide additional guidance and coaching as needed. Also available online is useful background including school records such as personal conduct grades and absenteeism/tardiness rates. Every nine weeks a formal assessment is generated to identify where each child stands relative to the age-appropriate outcomes for short-term, intermediate and long-term goals.

While it required a tremendous amount of training and effort by staff, the rewards are many. WINGSLeaders tell us it's gratifying to see their hard work verified and validated. We are getting valuable insights into how different kids learn.

In the youth development field there are few nonprofits that track efforts and outcomes of their work with this level of precision and documentation.

**Specific goals and status**

- Staff can state the vision, mission and major long and short term goals, as measured by written test **To be determined** – we forgot to give the written test! Test to be given fall '08.
- Written communications strategy with time line and resources required, and measures to show implementation status.  
**Complete at 100%**
- Written development strategy for Board membership and fundraising with time line and resources required, and measures to show implementation status.  
**Complete at 100%**



The big news in communications is two words – Rawle Murdy.

David Rawle has been a long-time believer in WINGS. And now we have Melissa Flynn on our Board of Directors; she is Vice President, Public Relations Director of Rawle Murdy.

We think the team at Rawle Murdy soars! They've created a marketing plan and publications that capture the BIG nature of our work. They've also gotten a powerful buzz going about WINGS – locally and nationally.

The big news in development is raising a half-million dollars in only three months to launch our Flight Plan. This is testament to smart investors who understand that investing in a model that works is one of the most powerful ways to make an impact.

**Shout out to major Flight Plan investors:**

- Rusty Bennett\*: \$100,000
- Suzan and Stephen Zoukis: \$70,000
- Jim and Sam Boyd\*: \$60,000
- Kate and John Huey\*: \$30,000
- Walldorf Family Fund of the Coastal Community Foundation: \$26,500
- Jackie and Jean Rion: \$25,000
- Anonymous Fund of the Coastal Community Foundation: \$25,000
- The Pearlstine Family Fund of the Coastal Community Foundation: \$25,000
- Ketner Fund of the Coastal Community Foundation\*: \$20,000
- Herzman-Fishman Foundation\*: \$15,500
- Miss Ray and James Coker\*: \$15,000
- Pat and Cheryl Ilderton\*: \$15,000
- Lavonne Phillips: \$10,000

*\* This gift/pledge is in addition to existing pledges*

## Specific goals and status

- WINGS operates within 5% of budget  
**Complete at 100%**
- Meet 90% of Public Trust Initiative benchmarks  
**Complete at 100%**
- Written professional development plan for full-time staff. Create plan for future human resource needs.  
**Complete at 100%**
- Implement technology plan  
**90% Complete**

Laying the groundwork for the growth years ahead demanded a tremendous amount of time and effort this year, and our staff rose to the challenge.

There was no letup in program quality while we did the necessary preparation and planning that enabled WINGS to identify a suitable new program site; recruit and train additional WINGS Leaders and support staff; and communicate the case for a brand new level of fundraising and grants.

We are proud to report that WINGS balanced the budget for the 10th year in a row, and increased operating reserves from 4 months to 6 months – in the WINGS tradition that won us recognition for excellence in management by the South Carolina Association of Nonprofit Organizations.

Following these fiscal practices more common to for-profit businesses is another way we earn our reputation as a well-managed, results-driven nonprofit that optimize the resources entrusted to our organization.



## WINGS Staff

Ginny Deerin  
*CEO/Founder*

Bridget Laird  
*Chief Operating Officer*

Nicole Lovecchio  
*Program Director, Chicora Elementary School*

Liz Mester  
*Management Fellow, Development*

Cristy McCrery  
*Program Fellow, Memminger Elementary School*

Ericka Parker  
*Program Director, Memminger Elementary School*

Paula Schwed  
*Director of Communications*

Tony Smith  
*Management Fellow, Programs*

Will Thompson  
*Program Fellow, Chicora Elementary School*

## Board of Directors

Rusty Bennett, *President*  
 Real Estate Developer/Investments  
 Sullivan's Island, SC

Carol Fishman, *Secretary*  
 President, Herzman-Fishman Foundation  
 John's Island, SC

Fred Snyder, *Treasurer*  
 Real Estate Developer/Investments  
 Mount Pleasant, SC

Jim Boyd  
 Retired EVP/CFO, The InterTech Group  
 Charleston, SC

Miss Ray Coker  
 Community Volunteer  
 Charleston, SC

Ronda Dean  
 President, The Dalton Demorest Foundation, Seabrook Island, SC

Melissa Flynn  
 Vice President -  
 Director of Public Relations  
 Rawle-Murdy Associates, Inc.  
 Charleston, SC

Ann Higdon  
 Community Volunteer  
 New London, CT

Kate Huey  
 Community Volunteer  
 Sullivan's Island, SC

Jessica Lyles  
 Associate Brand Manager, LeCreuset  
 Charleston, SC

Charlie Meier  
 Real Estate/Developer  
 Mt. Pleasant, SC

Hayes Mizell  
 Distinguished Senior Fellow  
 National Staff Development Council  
 Columbia, SC

Ron Owens  
 President, Kiawah Island Capital, LLC  
 Charleston, SC

Theron Snape  
 Department of Economic Development  
 City of Charleston  
 Charleston, SC

Robert Vingi  
 Financial Advisor  
 Wachovia Securities LLC  
 Charleston, SC

Chad Walldorf  
 Founder - Sticky Fingers Restaurants  
 Government Activist  
 Mount Pleasant, SC  
 Ex Officio

Ginny Deerin  
 CEO and Founder  
 Wings for kids, Inc.

## Professional Advisors

Henry Wilson, CPA  
 Wilson and Quirk, LLC, CPA  
 Charleston, SC

David EK Hunter, PhD.  
 Hunter Consulting  
 Hamden, CT

Marc A. Brackett, Ph.D.  
 Associate Director/Research Scientist  
 Health, Emotions, & Behavior Laboratory  
 Yale University  
 New Haven, CT

## Partners

Advent Lutheran Church  
 Charleston Academy of Music  
 Charleston County School District  
 City of Charleston, Recreation Dept.  
 College of Charleston  
     Department of Education  
     Department of Psychology  
     Faculty and Staff

Creative Spark  
 Dixon Hughes  
 Lowcountry Food Bank  
 Trident United Way  
 Yo Art Project  
 First Tee  
 The Citadel

It is with deep gratitude and pride that we acknowledge those who invested in WINGS. We try very, very hard to make sure this list is complete and accurate because our investors are too important to us. If we've slipped up, please accept our apology and please let us know so we can make the appropriate corrections. Thank you!

**Contributions July 1, 2007 - June 30, 2008**

**\$25,000+**

21st Century Community Learning Centers Grant  
 Anonymous Fund of the Coastal Community Foundation of SC  
 Rusty Bennett\*\*  
 Sam and Jim Boyd\*\*  
 Pearlstine Family Fund of the Coastal Community Foundation of SC  
 Jackie and Jean Rion  
 Trident United Way  
 Suzan and Stephen Zoukis  
 \$10,000+  
 The Banbury Fund\*\*  
 The Barkley Foundation  
 Miss Ray and James Coker\*\*  
 Elli and Michael Daly  
 Herzman-Fishman Foundation (Carol and Leo Fishman)\*\*  
 Ketner Fund of Coastal Community Foundation of SC  
 Memminger Elementary School  
 The Mark Elliott Motley Foundation  
 Mrs. Ashton Phillips  
 Walldorf Family Fund of Coastal Community Foundation of SC\*\*  
 Henry and Sylvia Yaschik Foundation

**\$5,000+**

Lenny Blevins  
 John G. Davis  
 Dalton Demorest Foundation\*\*  
 Employees of Dixon Hughes East Bay Street Office

Henning Fund of Coastal Community Foundation of SC  
 Sarah Horton\*\*  
 John and Kate Huey\*\*  
 Douglas Patinkin  
 Joan Coulter Pittman Fund of Coastal Community Foundation of SC  
 The Post and Courier Foundation  
 Patricia and Michael Smith  
 Fred and Peggy Snyder\*\*  
 Sullivan Foundation for Jenny and Mark Sanford  
 Mark Tanenbaum

**\$2,000+**

Barter Family Fund of Coastal Community Foundation of SC  
 Cabaniss Foundation  
 Gwyn Conway  
 Katharine and John Crawford  
 Carl and Elaine Ehmann Fund of Coastal Community Foundation of SC  
 Pat and Cheryl Ilderton  
 Abby Kaufman and Linda Netsch  
 Cathy and Ben Marino  
 Judy Neilson in honor of David Rawle  
 Patrick Family Foundation  
 Target Corporation  
 Rion Family Fund of Coastal Community Foundation of SC  
 Harriet and Linda Ripinsky Fund of Coastal Community Foundation of SC

Jim Rocco  
 Roof Endowment of Coastal Community Foundation of SC  
 Sherry Taylor  
 Trident United Way Donors  
 Robert and Elizabeth Vingi\*\*  
 Stephen and Julie Ziff

**\$1,000+**

Saul Alexander Foundation of the Coastal Community Foundation of SC  
 Amanda's Fund at Coastal Community Foundation of SC  
 Church of Christ our King  
 Ginny Deerin\*  
 Kelly Dougherty  
 Flanagan Family Foundation  
 Grace Episcopal Church  
 Ted and Joan Halkyard  
 Ann and Lee Higdon\*\*  
 Hank Holliday  
 Lynn Letson  
 Janet and Lin Snapp  
 Rotary Club of Daniel Island

**\$500+**

Butch and Lynn Carlson  
 The Beach Company  
 The Charlesmead Foundation  
 Colbert Family Fund of Coastal Community Foundation of SC  
 Edwin and Andrea Cooper  
 Vickie Dahl and Linda Rhodes  
 Spencer Deering

Fund for the Arts of of Coastal Community Foundation of SC  
 Mary Hoffman in honor of Jill and Rem Hoffman  
 The Junior League of Charleston in honor of Sallie M. Duell  
 Low Road Foundation  
 Cartter Lupton  
 The Robert Lurie Family Foundation  
 Gabriella Lynn in honor of Lynn Letson  
 Doris Meddin  
 Kate and Hayes Mizell\*\*  
 Susan Romaine  
 Judy and Larry Tarleton  
 Weathers Family Foundation

**\$200+**

Mark and Carol Antman  
 Ballard Family Foundation  
 Dick and Susie Deerin  
 Carole and John Deerin  
 Mark Flynn in honor of Melissa Flynn\*\*  
 Cecelia Franko and Pat Tobin  
 John and Connor Gantt  
 Colleen and Bernie Groseclose  
 Brew and Libby Hagood  
 Bury and Lesesne Hudson  
 Thomas and Susan Keefe  
 Mr. and Mrs. Nicholas Lovecchio  
 Betty Mueller-Roemer and Walter Crocker  
 Alice Paylor and Kit Regnery

Terry Peterson and Scott Shanklin  
 Terry Rickson  
 Betty and Greg Ryberg  
 Katherine Saenger and Don Sparks  
 Paula Schwed\*  
 Billy Vandiver  
 Susan and Trenholm Walker  
 Wilson & Quirk, LLC



**\$100+**

April Anderson  
 Ledlie and Norman Bell  
 Kathleen Brady and Bruce Lydiard  
 Sheri and Ron Coish  
 Debbie Dean  
 Armand and Mary Derfner  
 James and Mimi Dias in honor of  
 Rose Mitchell  
 Rita and Henry Donato  
 Nancy and Ralph Edwards  
 Ann and Bob Ellis in honor of John  
 and Kate Huey  
 Alice Gordon in honor of E.V. Day and  
 Ted Lee  
 Arlene and Barry Hirschfeld  
 Katherine Stuhr and Alan Toporek  
 Wayne and Jeannie King  
 Tom and Betsy Knauf in honor of  
 Lucy Weathers  
 Suzanne D. Laird  
 Anne Long

Jane Lyon  
 Sue and Scott Miller in honor of  
 Teresa Pregar Moore  
 Beezer and Emily Molten  
 Linda Neyle  
 Ann and Bill Oplinger  
 Michael and Millie O'Shaughnessy  
 Allan Rashford, MD  
 Charles Rittenberg, MD  
 Georgia Smith  
 Robert and Judith Snyder  
 Kerry and Cynthia Solomon  
 Jim and Ann Taylor  
 Joe and Christine Wilson  
 Fred and Nancy Worsham  
 Carolyn Thiedke and Fred Thompson  
 Leila and Buff Ross in honor of Rose  
 Mitchell  
 Merle Tyroler and Dennis Christensen  
 Leigh Manzi  
 Beverly Rivers  
 Sarah and Louis Jamme

Rebecca Nesson  
 Peggy Schachte and Hal Curry  
 Ted Keller in honor of Meredith and  
 Will Jenkinson, Virginia and Mac  
 McBryde and Keller and Laurens  
 Smith  
 Gwen and Layton McCurdy in honor  
 of Luke and Susan Simons  
 J.B. and Meghan Deerin  
 Marshall and Abby Simon

**Other**

Andrew Amstutz  
 Connie and Gil Baldwin  
 W.M. Bankhead  
 Madeleine Belizaire  
 Sara Berliner in honor of Nicholas  
 Thomas  
 Donald Boomer  
 Edward Broadwell, Jr.  
 Gary and Carley Brown  
 Margaret Chanler  
 Brad Crowther  
 William and Leila Davenport in honor  
 of Marie Mitchell and Niki & Bill Ross  
 E. V. Day  
 John and Pat Dietz  
 Connie and Tom Dittrich  
 Kim Duckworth  
 Saviela Edwards  
 Frances A.O. Ehni  
 Debbie Eures  
 Jannette Finch in honor of Frances  
 and Huger Sinkler  
 Joseph Giacomelli  
 Owais Gilani  
 Heidi Goldstein  
 Maj. Gen. and Mrs. James Grimsley, Jr.  
 Ashley Gunnin  
 Lina Obeid and Yusuf Hannun

Summer Hardee  
 Katharine Hastie  
 Katie Hauser-Devaney  
 Michele and John Hensel  
 Lauren Horton  
 Allison Howard  
 Ashley Howard  
 Micquel Hutmaker  
 Margery Jaffe  
 Bridget Laird\*  
 Tom and Georgia Lucas  
 Summer McInville  
 Sheila and Sam Miglarese  
 Judith Miller  
 Anne and Scott Parker  
 Anne Peterson-Hutto  
 Morgan Pleasant  
 Lana Porter-Schmitz  
 Faria Rahman  
 Keith Riddle  
 Jane Riley  
 M. Lynn Rutledge  
 David and Diane Schultz  
 Andy and Courtney Schultz\*  
 Cindy Seabrook  
 Janet Segal  
 Pamela Selent  
 Amanda Sharp  
 Elaine and Bill Simpson  
 Melvin and Judy Solomon  
 Robert and Ellen Steinberg  
 Alyce Welloms in honor of Lynn  
 Letson  
 Billy and Clara Wellons in Honor of  
 Lynn Letson  
 Allison West  
 Fran Yardley and Burdette Parks

**In-Kind**

\$2,500+  
 Rawle Murdy Associates  
 \$1,000+  
 Charleston Place  
 E-Site  
 Marx Martin  
 \$250+  
 Rusty Bennett\*\*  
 Charming Inns  
 Ray and James Coker\*\*  
 Lesesne and Bury Hudson  
 Maverick Kitchens  
 Tradd Newton  
 Whole Foods

**Other**

Andolini's Pizza  
 Cupcake  
 Piggly Wiggly  
 Signs Plus  
 Starbucks Coffee  
 Revolutionary Eating Ventures

\* Staff

\*\* Board



**Members as of August 15, 2008:**

Mary Lou and John Barter  
 Rusty Bennett  
 Lenny Blevins  
 Jim and Sam Boyd  
 Miss Ray and James Coker  
 Elli and Michael Daly  
 Ronda Dean  
 Dixon Hughes  
 Kelly Dougherty  
 Herzman-Fishman Foundation  
 Sarah and Ozey Horton  
 Kate and John Huey  
 Pat and Cheryl Ilderton  
 The Joanna Foundation  
 Linda Ketner  
 Lynn Letson  
 Ben and Cathy Marino  
 The Mark Elliott Motley Foundation  
 Andrea Zucker Muzin  
 Douglas Patinkin  
 The Pearlstine Family  
 Fred and Joan Pittman  
 Margaret and Everett Presson  
 Jim Rocco  
 Mark and Jenny Sanford  
 Fred and Peggy Snyder  
 Mark Tanenbaum  
 Robert and Elizabeth Vingyi  
 The Walldorf Family  
 Charlie Way

The accomplishments of the last 10 years have proven that WINGS gives kids the skills they need to succeed. For young people struggling to overcome poverty, these skills are not just important. They are crucial.

As the only U.S. organization singularly focused on social and emotional education after school, WINGS strategies have been studied by Yale University researchers for their effectiveness. We've been written up in scholarly journals like *New Directions in Youth Development*. And in 2007 we were recognized with awards for management excellence, innovation and community service.

It is gratifying to receive recognition that WINGS is doing good work. But if we are to help more kids, we cannot be content with running a merely good organization. We must build a great organization because only then can we continue to deliver exceptional results as we grow.

The Futures Program offers 3 ways to invest:

**Principals invest \$45,000 over 3 years:**

- \$10,000 the first year
- \$15,000 the second year
- \$20,000 the third year

**Partners invest \$22,500 over 3 years:**

- \$5,000 the first year
- \$7,500 the second year
- \$10,000 the third year

**Associates invest \$9,500 over three years:**

- \$1,500 the first year
- \$3,000 the second year
- \$5,000 the third year



In looking at the 2007-2008 figures below, there are two things to keep in mind:

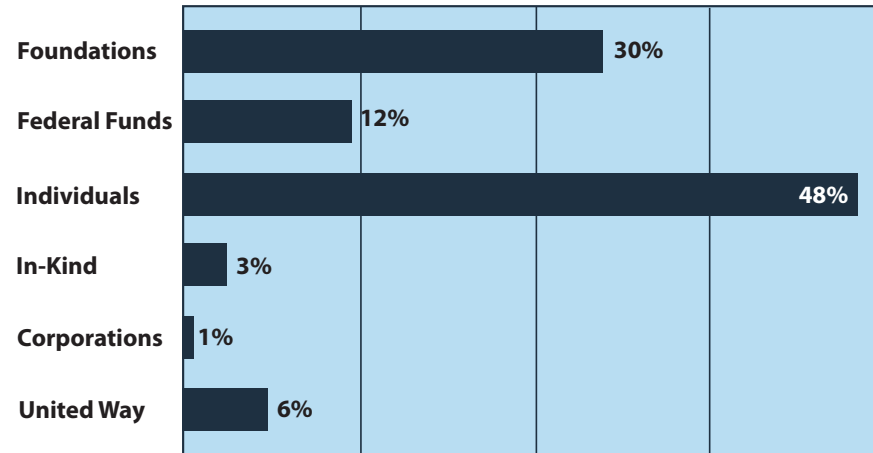
1. Last year the Board of Directors adopted a 5-year strategic plan. The Board tasked itself to raise significant funds in advance to implement the first year (2008-09) of the plan. Being good stewards, the Board was committed to grow WINGS only if we were able to raise sufficient capital. The bottom line reflects some of the cash raised.
2. Board policies require a minimum of six months operating reserves.

|                   | 2006-2007 Audited | 2007-2008 Unaudited |
|-------------------|-------------------|---------------------|
| <b>Revenue</b>    | \$771,994         | \$949,004           |
| <b>Expenses</b>   | \$558,438         | \$620,823           |
| <b>Net Income</b> | \$213,556         | \$328,181           |

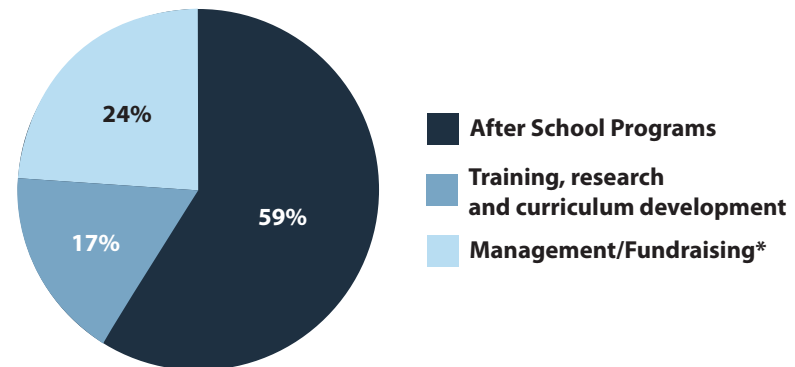
Of note:

96% of staff (full and part-time) made contributions;  
 100% of Board members made contributions.

### Revenue



### Expenses



\* 2007-08 was a year when WINGS invested in a major development of a performance management system to track outcomes of our work. The Board invested in this development because of its commitment to accountability and effectiveness. This investment caused an increase over our historic management and fundraising expenses, although 24% is still considered reasonable.

Photography by Greg Scott and Jane Lurie, both soaring high with their passion for photography and WINGS.

We thank them for their gift.

Our annual report was printed as a gift to WINGS by esite.

**Mailing address:**

P.O. Box 71648  
North Charleston, SC 29415

**Physical address:**

3347 Rivers Avenue  
Charleston, SC 29405

Phone: (843) 296-1667

Fax: (866) 562-8615 (toll free)

Email: [info@wingsforkids.org](mailto:info@wingsforkids.org)

Web site: [www.wingsforkids.org](http://www.wingsforkids.org)

