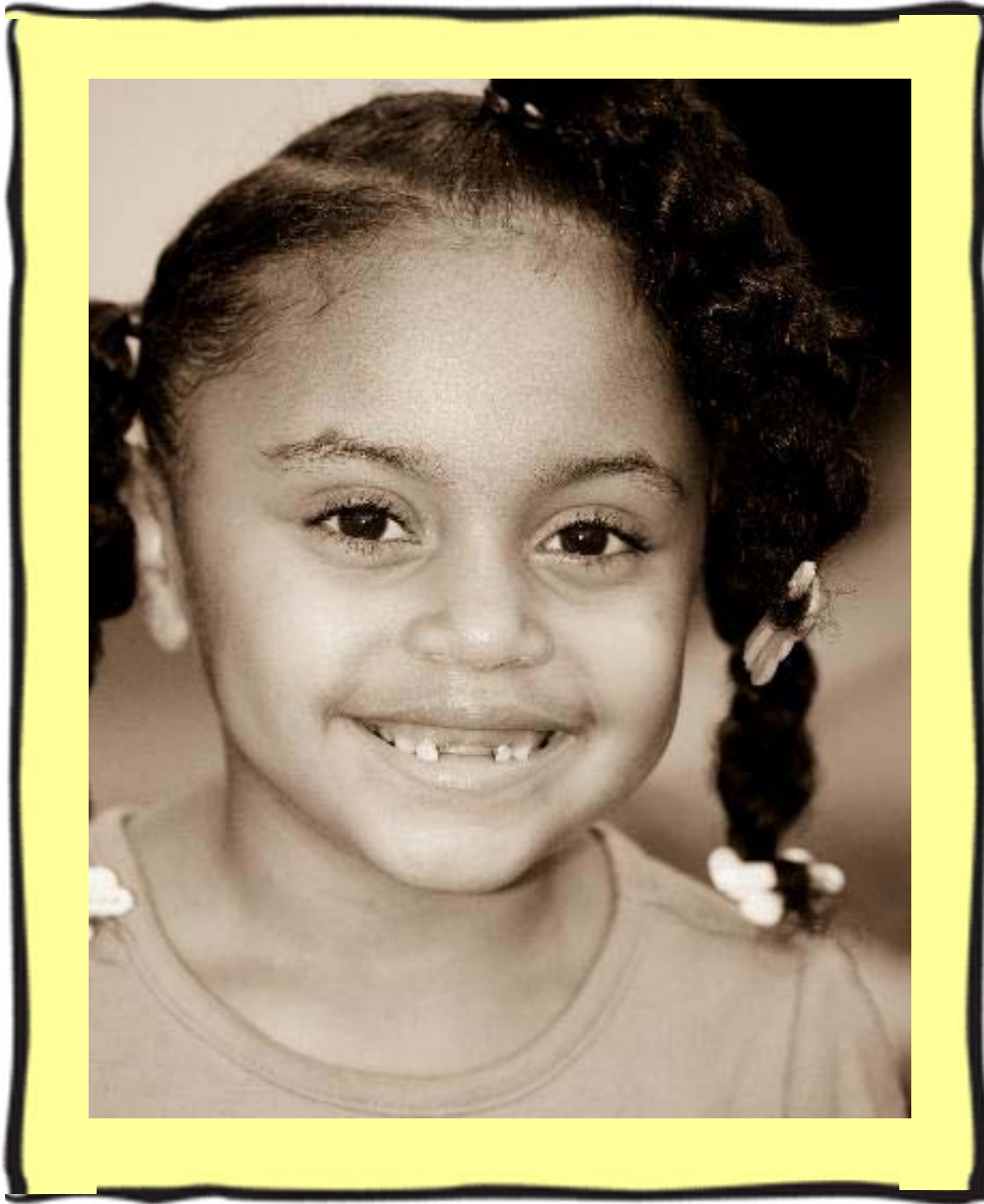


STRATEGIC PLAN



FY2009 - 2011





The mission of My New Red Shoes is to empower homeless and low-income youth to succeed in school by providing them with brand new clothing so that they may greet the school year with pride and by educating and rallying the youth community around the needs of homeless children.

My New Red Shoes is a 501(c)3 nonprofit organization
EIN #20-4683289

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Director and Chair's Message



Dear Friends and Supporters,

It is with great pleasure that we present this three-year strategic plan. This is the result of countless hours of work by a group of dedicated board members, volunteers, fundraising and retail professionals, and partner agencies.



The process began with an early evaluation of My New Red Shoes' core mission and values – a difficult but necessary process to identify the key values to which the organization will stay true throughout its future growth and expansion. After six months of planning, we are proud to present to you today a roadmap for My New Red Shoes that recommends an overall strategy for the organization as well as a detailed timeline for its implementation. This plan will allow My New Red Shoes' board and staff to successfully navigate and monitor the organization's growth over the next three years.

The plan focuses on three major issues:

1. The direction of My New Red Shoes' programs and their relationship to each other.
2. The creation of an operational model that can serve as a blueprint for replication.
3. The fundraising and outreach efforts necessary to support this measured growth.

As we launch into the third year of My New Red Shoes' existence, we have great confidence that this plan will serve as a reliable roadmap for the organization's future.

We would like to thank the members of the Strategic Task Force for their time, expertise and passion for My New Red Shoes: Meredith Ackley, Roxana Dommer, Megan Iwerson, Genni Lawrence, Becca Moos, Timi Most, Monika Nagy, Sohi Sohn Chien, Marianne Walters and Anne Steirman. Thank you also to Lance Fors for his early input into the process and to Holly Van Houten for skillfully navigating the Task Force discussions and variety of opinions around the table.

But most of all, we wish to thank you! It is your support, volunteerism and generosity that have allowed us the privilege to serve so many disadvantaged children in the Bay Area.

Sincerely,

A handwritten signature in cursive script, appearing to read "Caron Tabb".

Caron Tabb
Executive Director

A handwritten signature in cursive script, appearing to read "Heather M. Hopkins".

Heather Hopkins
Founder & Board Chair

Our Cause: Helping Homeless

THE CHALLENGE

Every day, approximately 5,000 school-aged children in the San Francisco Bay Area experience homelessness.¹ This situation has a devastating effect on a child's education; youth who have experienced homelessness are twice as likely to repeat a grade as other children and are at much higher risk of not attending school, ultimately increasing their chances of repeating the cycle of homelessness in the future.² **National and local homelessness organizations have repeatedly identified a lack of school clothing as one of the barriers to education for homeless youth both because it is a basic need and since children feel reluctant to attend school without suitable clothing.**³



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MY NEW RED SHOES: A UNIQUE MODEL

My New Red Shoes fills this gap through two unique programs. **Clothing for Confidence** provides homeless and low-income school-aged children with brand new shoes and \$50 clothing gift cards so that they may enjoy the magic of back-to-school shopping and arrive at school proud and ready to learn. **Kids Helping Kids** teaches students about homelessness and empowers them to become volunteers, leaders and advocates for change in the lives of homeless youth.

Since 2006, My New Red Shoes has partnered with 35 homeless shelters and other youth-serving agencies to provide over 2,500 Bay Area children with brand new wardrobes for school, funneling nearly \$140,000 worth of clothing and shoes into the underprivileged community. Of My New Red Shoes' 2007 partner agencies, 92% relied solely on in-kind donations to fulfill the need for school clothing and shoes. The current downturn of the economy has further left these agencies with depleted budgets and fewer donations at the same time that the number of families turning to them for help has increased. By leaving their students' back-to-school clothing needs to My New Red Shoes, our partner agencies can focus on providing the counseling and other professional services that will

¹Based on federally mandated annual homeless counts for the ten counties of the San Francisco Bay Area (Santa Cruz, Santa Clara, San Mateo, San Francisco, Alameda, Contra Costa, Solano, Napa, Marin and Sonoma).

²*Ending Bay Area Homelessness: A Pivotal Opportunity for Funders in Child Development & Education*. Bay Area Foundation Advisory Group to End Homelessness, June 2004; *Homeless Children: America's New Outcasts*. The National Center on Family Homelessness, 1999.

³*San Francisco's Homeless Education Plan*. Kate Durham of DPM Consulting for A Home Away from Homelessness and the Charles and Helen Schwab Foundation, 2004; *NCH Fact Sheet #10: Education of Homeless Children and Youth*. National Coalition for the Homeless, Washington, DC, 2007; *Local Homeless Education Liaison Toolkit*, developed for the National Center for Homeless Education by The SERVE Center, University of NC, 2007; A 2004 Santa Clara County Homeless Census and Survey indicated that 21% of the families whose children did not attend school reported a lack of appropriate clothing as the primary factor.

Children Succeed at School

otherwise stabilize the clients in their care.

The provision of clothing to homeless youth through the Clothing for Confidence program not only increases their school attendance (and therefore their odds of educational success), it gives children a much needed confidence boost. For children who are ashamed of their hand-me-down, ill-fitting clothing, the opportunity to wear brand new clothes suited to their physique and personal style can have a ripple effect. Social science has confirmed that children who are ashamed of their clothing and unable to dress like their peers are less likely to attend school regularly and more likely to withdraw from activities and earn lower grades and testing scores than those who fit in.⁴ By providing gift cards for major clothing retailers, My New Red Shoes offers very low-income children and their parents a unique opportunity to celebrate the back-to-school season with pride in a way that the isolation of second-hand clothing closets never could.

Unfortunately, the public's awareness of homelessness and its effects on youth lags far behind reality. For most people, homelessness is embodied by a person with mental or substance-abuse issues living alone on the streets. In reality, **the typical homeless person in the San Francisco Bay Area is a five-year old child.**⁵ Recent studies show that individuals who are educated about homelessness and given meaningful interactions with those affected by this problem are much more likely to volunteer at shelters and other agencies serving the homeless population.⁶ My New Red Shoes' Kids Helping Kids program answers this call for community awareness by bridging the gap between youth eager to make a difference in their communities and homeless youth in need of assistance at school.

Kids Helping Kids uses the service-learning model, a recognized best practice in the field of education that creates lasting social change by helping youth solve real-world issues and by transforming students into giving, volunteering adults.⁷ The goal of Kids Helping Kids is to inspire and empower one student, one family, one school at a time to join the dialogue about

⁴Ladd, G. W., Kochenderfer, B. J., & Coleman, C. C. (1997). Classroom peer acceptance, friendship, and victimization: Distinct relational systems that contribute uniquely to children's school adjustment. *Child Development*, 68, 1181-1197; Buhs, E. & Ladd, G. W. (2001). Peer rejection in kindergarten: Relational processes mediating academic and emotional outcomes. *Developmental Psychology*, 37, 550-560; Buhs, Lad, & Herald, 2006; Buhs, E. S., Ladd, G. W., & Herald, S. L. (2006). Peer exclusion and victimization: Processes that mediate the relation between peer group rejection and children's classroom engagement and achievement. *Journal of Educational Psychology*, 98, 1-13; Dumas, J. E., Nilsen, W., & Lynch, A. M. (2001). How much does physical appearance say about the psychological adjustment of competent and dysfunctional children? *Journal of Clinical Child Psychology*, 30, 85-398; Paley, V. G. (1992). *You can't say you can't play*. Cambridge, MA: Harvard University Press.

⁵Shelter Network of San Mateo County, website.

⁶*Experiences and Attitudes of Residents and Students Influence Voluntary Service with Homeless Populations*. O'Toole T.P., Hanusa B.H., Gibbon J.L., and Boyles S.H., *Journal of General Internal Medicine*. 1999 Apr; 14(4):211.

⁷Burns, L. "Make sure it's service learning, not just community service." *Education Digest*, 64(2), 38-41, 1998. *Giving & Volunteering in the United States: Key Findings*, Independent Sector. Washington, DC, 2001.

Our Cause

homelessness and contribute to the organizations at the front lines of supporting homeless youth. To accomplish this goal, My New Red Shoes exposes program participants to homelessness both in a classroom setting (which includes presentations by individuals who have worked with homeless families or experienced homelessness themselves) as well as through volunteer opportunities at local homeless shelters. In the end, Kids Helping Kids connects Bay Area youth – homeless and housed – in a way that educates and exponentially benefits each group.

Once its development is complete, Kids Helping Kids will be the first comprehensive, focused and proactive educational program on homelessness and its effects on youth education. In 2008, My New Red Shoes will con-



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tinue to develop curricula for three unique service-learning programs, leveraging relationships with partner agencies to tailor lesson plans and build bridges between schools and shelters. These include the following:

- The **Teen Advocacy Council** (formerly the Junior Board), a semester-long, afterschool leadership program for high school students. This successful program launched in 2007 and will expand to include two councils (one on the Peninsula and one in San Francisco) in 2009.
- The **School Partnership Program**, which will pilot in 2009, is a semester-long course for over 90 middle-school students from private and public schools.
- **One-touch Presentations** which take place in schools and informal educational settings. A modular, 45-minute lesson is used that can be adapted for multiple ages and is the first of its kind in the nation to focus solely on homelessness.

RESULTS

In just over two years, My New Red Shoes has rallied over 1,000 individual donors, 60 community organizations and 250 volunteers to come together in support of its mission. The impact of My New Red Shoes' programs is best demonstrated through the stories of its clients. Ten-year-old Max is one of the many homeless and low-income children My New Red Shoes supported this back-to-school season. This summer, Max's homeless shelter was hosting a kickball tournament, but all Max had for shoes was a pair of sneakers that he had outgrown and sandals that – while too small – at least didn't pinch his toes. Max's case manager found a pair of worn girls' shoes in the shelter donation box and eventually convinced Max that the blue stripes on the shoes indicated that boys could wear them. While Max played kickball that day with gusto and ultimately chose to keep the shoes for school, his case manager knew this

would not be the end of the shoe story for Max. “I cringe to think that it may only be a matter of time before another child at school recognizes that Max is wearing girls’ shoes and Max is hurt in other ways,” she said.

This summer, Max received a brand new pair of athletic shoes and a \$50 clothing gift card from My New Red Shoes so he could run and play at school with pride and confidence.

The students My New Red Shoes rallies in support of children like Max are also highly impacted by their experience with the organization. “As a result of my participation with Kids Helping Kids,” one participant told My New Red Shoes, “I have had a MUCH greater involvement in our school’s canned food drive. I have overall treated the homeless with more respect and am planning to donate a large portion of money to shelter programs this holiday season.” For one student, the Youth Advocacy Council “reinforced my passion for community service. Next year, I’m planning to spend a semester doing an independent study in school on the problem of homelessness.” For another member, “The Youth Advocacy Council has shown me that if I take the initiative, I can do just about anything!”

Our youth are the future leaders of tomorrow. Thank you for supporting their growth through My New Red Shoes’ work in the community.

Mission and Values

MISSION

The mission of My New Red Shoes is to empower homeless and low-income youth to succeed in school by providing them with brand new clothing so that they may greet the school year with pride and by educating and rallying the youth community around the needs of homeless children.

VALUES

By using the values below to guide our actions, My New Red Shoes will stay true to its founding spirit no matter how large or wide the organization grows.

- My New Red Shoes believes in **the ripple effect that a heartfelt gift** can make in the life of a child who is feeling alone in her circumstances, disheartened or “less than.”
- We believe that a **personal touch in philanthropy** honors the recipient and respects his value as a fellow human being.
- My New Red Shoes has **faith in the power of children to change the world**. Planting the seed of compassion is the first step toward creating community change. The second is providing the tools to advocate for and generate change.
- My New Red Shoes believes that when **people feel good about themselves, they do good...** and well.
- My New Red Shoes prides itself on achieving a high-level of **excellence and professionalism** in all that it does. My New Red Shoes always aim to exceed expectations.
- My New Red Shoes strives to be a **good steward**. We commit to using community resources responsibly and working actively to follow all legal, ethical and industry standards. We always consider the environmental and social effects of our actions.
- My New Red Shoes believes that small acts can make a big difference in the world.

Strategic Assumptions

The Strategic Task Force came to the following conclusions. They are basic assumptions out of which the strategic objectives in this three-year plan grew.

My New Red Shoes' home/Bay Area region is defined as Santa Clara, San Mateo, San Francisco and Alameda counties.

This area encompasses the three major cities of San Jose, San Francisco and Oakland, which are concentrated areas of family homelessness. Geographically accessible to a South Bay headquarters, this area can be supported by a small staff and manageable group of volunteers.

The Clothing for Confidence "product" is defined as a gift that:

- Is brand new
- Allows children a choice of clothing style and size
- Is made as a "gift" (not a "handout") and includes:
 - Attractive packaging, ideally handmade and signed
 - A little "something special" that provides immediate, short-term enjoyment and that, if possible, is clothing or accessory related
 - A personal note or story, whether handwritten or reproduced
 - Allows for the purchase of uniforms
- Is fulfilled by visiting at most two destinations – one for clothing and one for shoes
- Is fulfilled at stores that are conveniently located for each child
- Allows for the dignity of each child without marking her/him as different or less-than
- Is limited to purchasing clothing and/or shoes
- Is a \$50 value (if a gift card) gift card, unless a retail partnership is attained that allows gift cards to be purchased in alternate amounts, in which case children ages 5 to 10 will receive a \$40 gift card and teens ages 11 to 18 will receive a \$60 gift card

The most beneficial board of directors for My New Red Shoes at this time would enlist individuals who have:

- Knowledge about the homeless community
- Experience in nonprofit management
- Legal expertise
- Name recognition and strong community ties
- The willingness and ability to make major gifts
- Connections in San Francisco and the East Bay
- Ties in the retail world
- Fundraising expertise
- Media and marketing connections
- Expertise in the field of finance

Strategic Objectives

To establish a model that

Identifies the scope of and relationship between programs

Establishes the direction of the Clothing for Confidence program

Establishes the direction of the Kids Helping Kids program

Poises the programs for growth and potential replication

To build and formalize operational infrastructure by

Attracting and retaining qualified staff

Assuring solid information systems, technology and facilities

Ensuring responsible financial management

To build organizational resources and expand community outreach by

Broadening financial resources

Increasing the visibility of the organization and its work

Strategically developing the board of directors

Operational Goals

STRATEGIC OBJECTIVES

To establish a model that identifies the scope of and Relationship between programs

Refocus on My New Red Shoes' founding mission: to provide brand new clothing and shoes to homeless and low-income children for the first day of school

(A-1)

Redefine the Kids Helping Kids program to focus on participants' involvement in the Clothing for Confidence program starting in October 2008

Revise the mission statement to reflect this focus by December 2008

Move toward directing 60 to 70% of total program costs to Clothing for Confidence by 2011

...and that establishes the direction of the Clothing for Confidence program

Define the Clothing for Confidence "product" (B-1)

Establish guidelines by October 2008

Serve 3,500 homeless and very-low income school-aged youth by 2011 (B-2)

Serve 1,500 San Francisco and Alameda County youth for a total of 2,500 clients in July 2009

Serve 3,000 youth in 2010 and 3,500 in 2011

Transition the Clothing for Confidence Program Manager from part time to full time in October 2009

Work toward a goal of eventually providing gift cards to 70 to 100% of the homeless, school-aged youth in each county of the Bay Area region and serve 85 to 100% of homeless shelters

Increase the focus on shoe distribution: a high-impact and unique model (B-3)

Provide shoes to 60 to 75% of clients aged 5 to 11 by July 2009

Provide shoes to the more selective teenage clients based on retail partnership opportunities in July 2009

Operational Goals

STRATEGIC OBJECTIVE

To establish a model that establishes the direction of the Kids Helping Kids program

Establish an Advisory Committee (C-1)

Recruit professionals in the field of education to evaluate program initiatives, goals and outcomes annually starting in September 2009

Focus on four initiatives in 2009 (C-2)

Expand the Teen Advocacy Council (formerly the Junior Board) to two sites in 2009 and three sites in 2010

Pilot the school partnership initiative in January 2009

Launch one-touch educational opportunities by January 2010

Seek a strategic partnership with the Girl Scouts of Northern California for a projected launch in September 2009

Increase participants' socioeconomic diversity (C-3)

Develop recruiting strategies by October 2008

Create and review curricula, making them accessible to all students by March 2009

Rebrand the program (C-4)

Select a new program name that more accurately reflects the organization's mission by January 2009

Evaluate the program (C-5)

Determine the value of each initiative annually starting in May 2009

STRATEGIC OBJECTIVE

***To establish a model
that poises the
programs for growth
and potential
replication***

Create program handbooks (D-1)

Outline operations and define standards for partner selection and local support by December 2009

Project organizational growth through 2011 (D-2)

Determine funding projections and organizational capacity each year in January to be reviewed by the board of directors every October

Investigate replication models (D-3)

Recruit Stanford Graduate School of Business Board Fellows and a volunteer professional in December 2008 to investigate and present recommendations by June 2009

Evaluate replication feasibility (D-4)

Create a Replication Task Force to evaluate models and feasibility beginning in October 2009



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Operational Goals

STRATEGIC OBJECTIVES

To build and formalize operational infrastructure by attracting and retaining qualified staff

Formalize the performance review process (E-1)

Complete process by March 2009

Ensure smooth staff transitions (E-2)

Create transition plans for all staff roles by June 2009

Increase staff benefits (E-3)

Institute a retirement plan program for full-time staff by October 2008

Investigate a formal health benefits plan for all staff and determine launch date by September 2009

...and by assuring solid information systems, technology and facilities

Develop systems for tracking and sharing vital information (F-1)

Institute office procedures for sharing vital information for each staff position by December 2008

Build technology infrastructure (F-2)

Plan for purchase of additional technology (reflecting move to new office space in 2010) by June 2009

Evaluate and adopt new donor database system by November 2009

Plan for facility changes (F-3)

Secure new office space by October 2010

Secure permanent warehouse space by June 2009

...and by ensuring responsible financial management

Formalize financial processes (F-4)

Complete finance policies manual to ensure adequate safeguard of all resources by March 2009

Move accounting procedures to the main office by October 2011

STRATEGIC OBJECTIVE

To build organizational resources and expand community outreach by broadening financial resources

Recruit development staff (G-1)

Hire a Development Manager to oversee the grants process, donor database, corporate relationships and annual fundraising plan by October 2008

Increase hours of Development Manager from 20 to 40 hours per week in October 2009

Recruit a volunteer Development Assistant in November 2008 to assist with the donor database and communications

Form a Development Committee (G-2)

Recruit committee to create an annual fundraising plan and goals for local and regional fundraising by December 2008

Increase corporate donations (G-3)

Rebrand and launch the Clothing for Confidence Champions (employee participation) program by January 2009

Revise and expand corporate sponsorship opportunities by June 2009

Build retail partnerships (G-4)

Secure and formalize retail partnership for the Clothing for Confidence program by June 2009

Introduce a new fundraising event (G-5)

Hire a contracted event coordinator in December 2008 to co-chair the event

Plan and evaluate the viability of an intimate, major-donor event to take place in May 2009 with a goal of raising \$20,000 to \$30,000

Increase fundraising in each county (G-6)

Create an individual donor base in each county of service by June 2009 and increase the number of donors in each county by 10% each year

Operational Goals

STRATEGIC OBJECTIVE

To build organizational resources and expand community outreach by increasing the visibility of the organization and its work

Focus efforts on one major, grassroots event (Currently the “Step by Step” family walk/run) (H-1)

Continue to involve the Teen Advocacy Council in the education/outreach portion of the event

Hire a contracted event coordinator to co-chair the event with a community volunteer each year in December with the goal of increasing event attendance each year by 20%

Increase volunteer opportunities and institutionalize volunteer engagement (H-2)

Develop a volunteer engagement plan by March 2009

Expand volunteer opportunities for individuals, corporations and community groups by June 2009

Hire a Community Outreach Coordinator (H-3)

Recruit coordinator in April 2009 to manage volunteer outreach efforts

Form a Community Support Committee (H-4)

Recruit volunteers in April 2009 to spearhead grassroots initiatives and launch an East Bay committee by January 2011

Form an Advisory Board (H-5)

Gather individuals willing to lend their names and community clout with recruiting to begin in October 2010

Maintain shoe donations as a fundamental part of the organization’s grassroots model (H-6)

Assess shoe donation model and impact on inventory and programs by December 2010

STRATEGIC OBJECTIVE

To build organizational resources and expand community outreach by increasing the visibility of the organization and its work

Develop the Organization's Brand (H-7)

Recruit board members with expertise in marketing and advertising by October 2008

Work with a pro bono advertising firm to create a new look and campaign to launch in December 2008

Develop a plan for the consistent maintenance of the website by February 2009

Hire a freelance Staff Support Writer in October 2008 to support professional quality communications

Operational Goals

STRATEGIC OBJECTIVE

To build organizational resources and expand community outreach by strategically developing the board of directors

Create a stronger culture of fundraising (I-1)

Develop annual fundraising and pledge goals for each board member each year in October

Establish minimum board pledges by October 2010

Continue to achieve 100% board giving

Formalize the board development process (I-2)

Develop recruiting, orientation, evaluation and off-boarding processes by October 2008

Create a wish list for board development (I-3)

Outline skills and expertise that will strengthen the organization by October 2008 and recruit new board members throughout the year

Redefine commitments (I-4)

Decrease frequency of board meetings to quarterly starting in October 2009

Reassess length and number of terms for members and officers in June 2009 (currently set at a maximum of three, three-year terms)

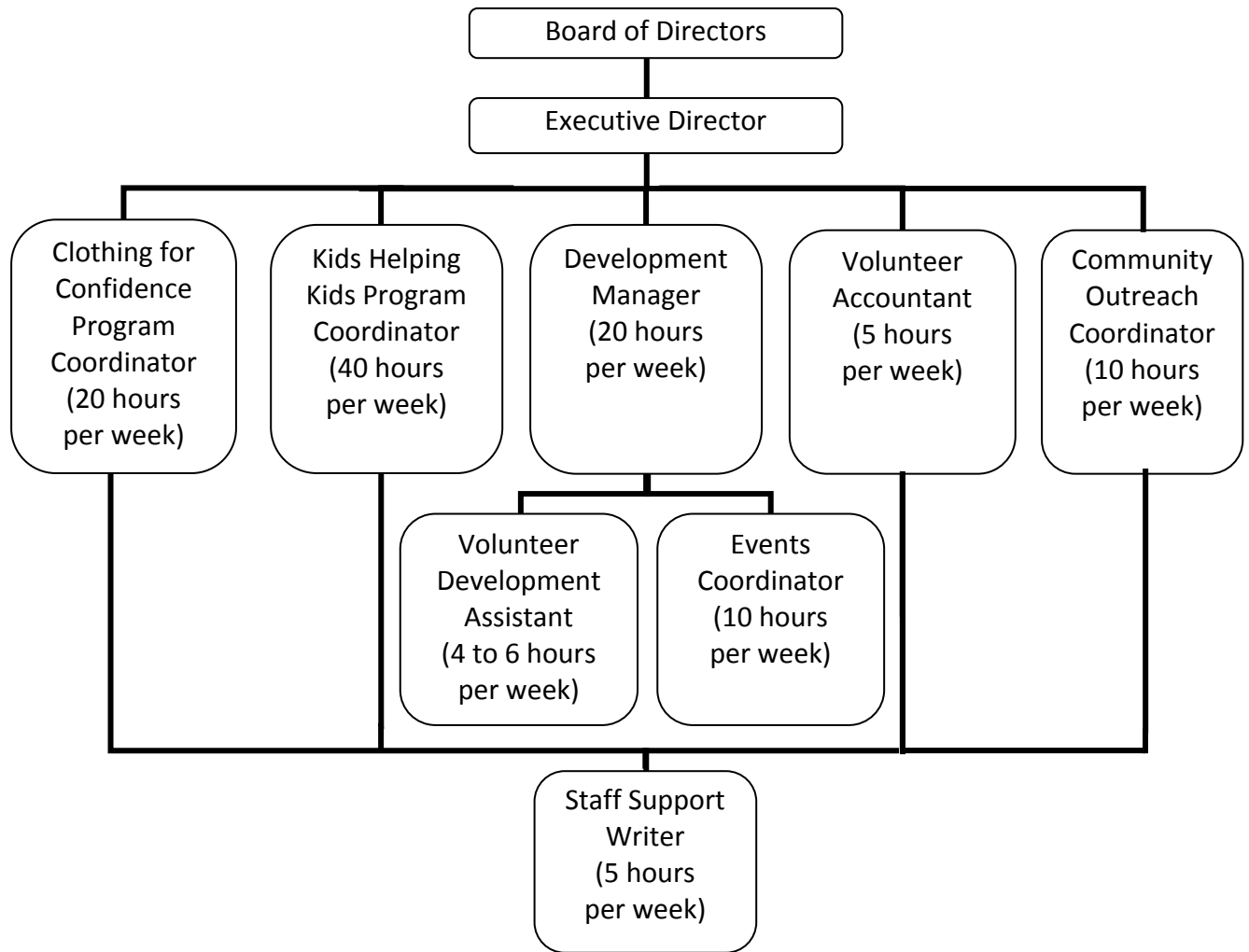
Appendices

- A. Operational Structure
- B. Projected Growth
- C. Projected FY09 Budget
- D. Client Statistics
- E. Overview of Timeline for Implementation of Goals
- F. Detailed Timeline for Implementation of Goals



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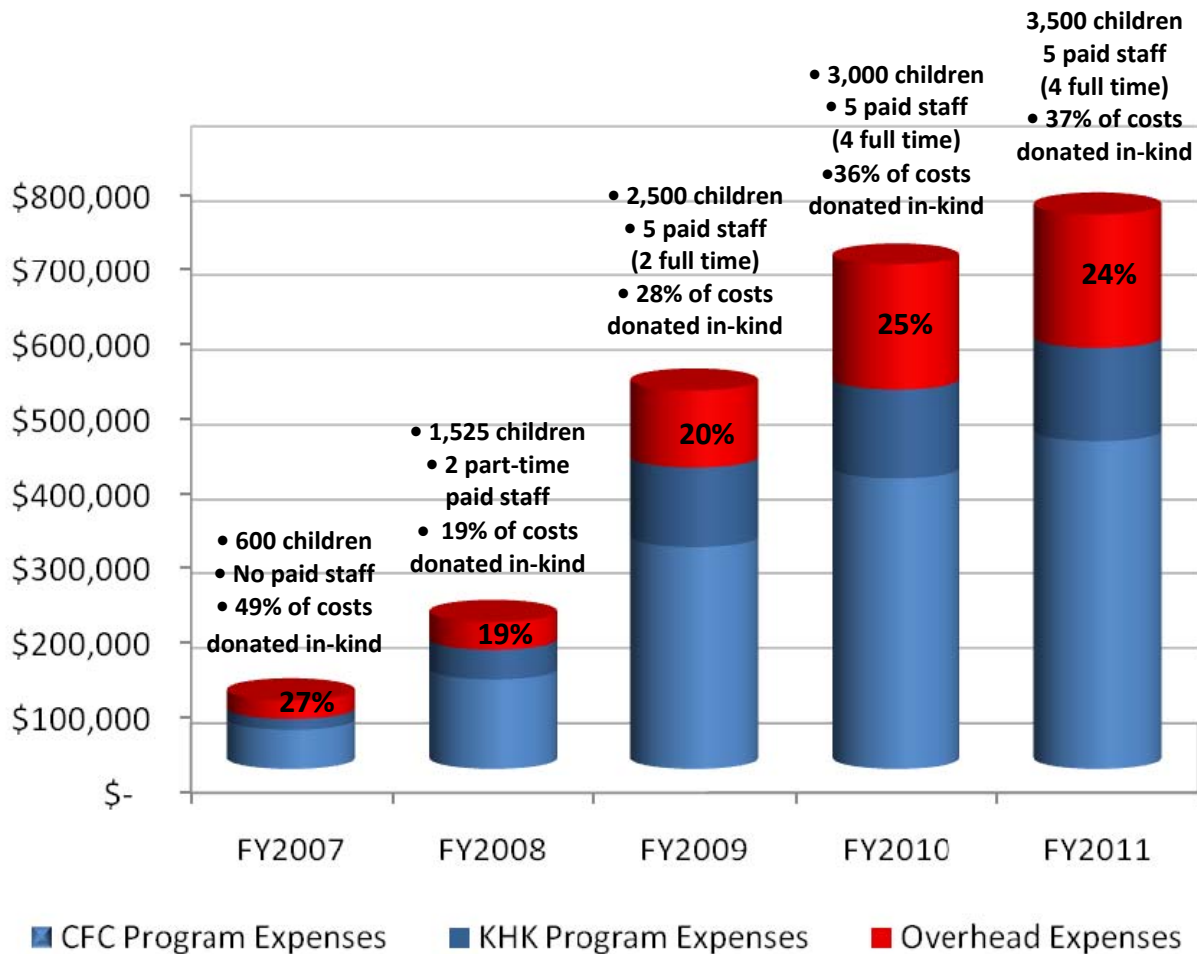
A: Operational Structure



FY10 AND FY11 CHANGES TO ORGANIZATIONAL STRUCTURE:

- Clothing for Confidence Program Coordinator transitions to full time
- Development Manager transitions to full time
- Community Outreach Coordinator transitions to part time

B: Projected Growth



NOTES TO PROJECTED GROWTH:

FY09 expenditures of note:

- Increase in number of children provided gift cards
- Increase in number of children provided shoes (from 31% in FY08 to 100% in FY09) with a change in strategic focus and retail partnership with Converse
- Increase in number of staff as organization moves out of the garage and into an office
- Office space is donated by Forbes for a full year (compared to only 4 months in FY08)

FY10 and FY11 expenditures of note:

- Increase in number of children provided gift cards and shoes
- Donated office space lease runs out (estimated rent is higher than in-kind donated space)
- Increased staff benefits
- Greater focus on grassroots and other fundraising events

C: Projected FY09 Budget



FY 2009 PROJECTED ORGANIZATION BUDGET (10/1/08 - 9/30/09)

	Cash	In-Kind	Total	% of Total
REVENUES				
Individual Donations ¹	117,500	--	117,500	23%
Foundation Grants	148,000	--	148,000	29%
Corporate/Business Grants and Gifts	37,000	--	37,000	7%
Civic, Community and Religious Group Donations	27,550	--	27,550	5%
Board Donations ²	13,000	--	13,000	3%
Kids Helping Kids Program Registration Fees	5,625	--	5,625	1%
Step by Step Event	22,000	--	22,000	4%
Investment Income	5,000	--	5,000	1%
In-Kind Donations ³	--	101,669	101,669	20%
Donated Services ⁴	--	18,824	18,824	4%
Donated Office Space and Utilities	--	20,400	20,400	4%
TOTAL REVENUES	375,675	140,893	516,568	100%

EXPENSES

PROGRAMS

Clothing for Confidence Program

Personnel Expenses

Salaries and Contractor Payments	55,142	--	55,142
Benefits, Taxes, Workers Comp. & Payroll	9,186	161	9,347
Professional Development	249	--	249
Volunteer Hours	--	7,508	7,508
Total Personnel Expenses	64,577	7,669	72,246

Nonpersonnel Expenses

Shoe & Gift Card Donations			
\$50 Gift Cards for 2500 Children	125,000	--	125,000
Discount for Bulk Purchase of Gift Cards	(15,000)	--	(15,000)
Shoes to 2500 Children	--	87,500	87,500
"Something Special" Accessories	--	7,500	7,500
Gift Bags for Shoes and Gift Cards	1,000	1,250	2,250
Total Shoe & Gift Card Donations	111,000	96,250	207,250
Back-to-School Distribution Parties	1,000	2,500	3,500
Printing	1,280	--	1,280
Rent and Utilities	1,440	6,120	7,560
Warehouse and Office Supplies	2,600	--	2,600
Technology	2,316	576	2,892
Cost of Renting "Shoe Mobile"	490	--	490
Phone/Fax	411	--	411
Postage	500	--	500
Miscellaneous	250	--	250
Total Nonpersonnel Expenses	121,287	105,446	226,733

Total Clothing for Confidence Program Expenses:	185,864	113,115	298,978	58%
--	----------------	----------------	----------------	------------

¹ Includes corporate matching gifts.

² Including individual donations and matching gifts.

³ Including shoes and materials for handmade gift bags, office technology, "something special" accessories for children's gift bags, and food/goods for events.

⁴ Including donated payroll, background check services, and 950 volunteer hours valued at \$18.77 per hour

EXPENSES (contd.)

Education/Kids-Helping-Kids Program	Cash	In-Kind	Total	% of Total
<i>Personnel Expenses</i>				
Salaries and Contractor Payments	74,308	--	74,308	
Benefits, Taxes, Workers Comp. & Payroll	14,498	219	14,718	
Professional Development	340	--	340	
Total Personnel Expenses	89,147	219	89,366	
<i>Nonpersonnel Expenses</i>				
Curriculum Materials	2,000	--	2,000	
Staff Travel to Schools	2,000	--	2,000	
Field Trip Transportation	400	--	400	
Maintainance of Alumni Blog	200	--	200	
Program Publicity	750	--	750	
Food & Beverage for Student Meetings	150	--	150	
Rent and Utilities (Including Meeting Facilities Rental)	2,520	6,120	8,640	
Phone/Fax	411	--	411	
Technology	2,316	576	2,892	
Office Supplies	2,600	--	2,600	
Printing	780	--	780	
Postage	500	--	500	
Miscellaneous	250	--	250	
Total Nonpersonnel Expenses	14,877	6,696	21,573	
Total Kids Helping Kids Program Expenses:	104,024	6,915	110,939	21%
TOTAL PROGRAM EXPENSES:	\$289,888	120,030	\$409,917	79%

C: Projected FY09 Budget

SUPPORTING SERVICES

Fundraising				
	Cash	In-Kind	Total	% of Total
<i>Personnel Expenses</i>				
Salaries and Contractor Payments	53,892	--	53,892	
Benefits, Taxes, Workers Comp. & Payroll	6,797	126	6,923	
Professional Development	195	--	195	
Total Personnel Expenses	60,884	126	61,010	
<i>Nonpersonnel Expenses</i>				
Rent and Utilities	-	6,120	6,120	
Office Supplies	650	-	650	
Walk/Run Event	3,400	1,000	4,400	
Phone/Fax	411	--	411	
Printing	3,900	--	3,900	
Postage	1,250	--	1,250	
Online Giving/Credit Card Transaction Fees	1,594	--	1,594	
Travel & Meeting Expenses	1,000	--	1,000	
Technology	2,637	576	3,213	
Miscellaneous	250	--	250	
Total Nonpersonnel Expenses	15,092	7,696	22,787	
Total Fundraising Expenses:	75,975	7,822	83,797	16%
Management and General				
<i>Personnel Expenses</i>				
Salaries and Contractor Payments	3,250	10,400	13,650	
Benefits, Taxes, Workers Comp. & Payroll	556	10	566	
Professional Development	15	--	15	
Employee Background Checks	-	400	400	
Accounting Fees (Tax Preparation)	325	--	325	
Total Personnel Expenses	4,146	10,810	14,956	
<i>Nonpersonnel Expenses</i>				
Rent and Utilities	-	2,040	2,040	
Phone/Fax	137	--	137	
Filing fees and permits ⁵	750	--	750	
Office Supplies	650	--	650	
Printing & Copying	40	--	40	
Technology	625	192	817	
Postage	250	--	250	
Insurance (Liability and D&O)	1,850	--	1,850	
Travel & Meeting Expenses	1,000	--	1,000	
Books and Reference	100	--	100	
Miscellaneous	100	--	100	
Total Nonpersonnel Expenses	5,502	2,232	7,734	
Total Management and General Expenses:	9,648	13,042	22,690	4%
TOTAL SUPPORTING SERVICES EXPENSES:	\$85,623	20,864	\$106,487	21%
TOTAL EXPENSES:	\$375,511	140,893	\$516,404	100%
Operating Profit (Loss):	164	-	164	
<i>% Margin</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	

⁵ Including federal trademark registration fees, business licenses, and federal and state registrations.

D: Client Statistics

Four County Homeless Counts (Point-in-Time)

County	# Homeless Children	Estimated # of School-Aged Homeless Kids	Notes/Source
Santa Clara	630	454	2007 Santa Clara homeless count
San Mateo	516	372	2007 San Mateo County Homeless Count
San Francisco	1,500	1,080	2007 San Francisco Homeless Count
Alameda	1,755	1,264	2007 Alameda County Homeless Count
TOTAL 4 COUNTIES:		3,169	

ASSUMPTIONS

25% of the homeless population are children

72% of homeless children are school-aged

2008 Client Statistics

County	Estimated # School-Aged Homeless Children per County	# MNRS Homeless Clients 2008	% of Total Homeless Student Population Served	Total # MNRS Clients in 2008
Santa Clara	454	450	99%	636
San Mateo	372	325	87%	456
San Francisco	1,080	475	44%	433
TOTAL:	1,905	1,250	66%	1,525

E: Overview of Timeline

Fiscal Year 2009

	OCT	NOV	
Begin to redefine KHK program to focus on CFC program	√		
Develop recruiting strategies to increase KHK diversity	√		
Institute retirement plan program for full-time staff	√		
Hire Development Manager	√		
Hire freelance Staff Support Writer	√		
Recruit volunteer Development Assistant		√	
Develop board member fundraising and pledge goals		√	
Revise mission statement to reflect focus on CFC			
Select new program name for KHK			
Form Development Committee			
Recruit Board Fellows replication team			
Create office procedures for sharing vital information			
Hire a contracted event coordinator			
Recruit co-chair for grassroots fundraising event			
Launch new organizational look and campaign			
Determine funding projections and organizational capacity			
Expand TAC to two sites			
Pilot school partnership initiative			
Rebrand and launch C4C Champions program			
Pilot major-donor event			
Develop plan for website maintenance			
Review KHK curricula			

	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
	✓									
	✓									
	✓									
	✓									
	✓									
	✓									
	✓									
		✓								
		✓								
		✓								
		✓								
		✓								
						✓				
			✓							
				✓						

E: Overview of Timeline

(Fiscal Year 2009 continued)

	OCT	NOV	
Formalize the performance review process			
Complete finance policies manual			
Develop a volunteer engagement plan			
Increase grassroots event attendance by 20%			
Hire Community Outreach Coordinator			
Evaluate the KHK program			
Board Fellows present replication recommendations			
Create transition plans for all staff roles			
Plan for purchase of additional technology			
Secure permanent warehouse space			
Revise and expand corporate sponsorship opportunities			
Secure and formalize retail partnership			
Create individual donor base in each county of service			
Expand volunteer opportunities			
Form Community Support Committee			
Reassess terms for board members			
Serve 2,500 clients			
Provide shoes to 60 to 75% of clients aged 5 to 11			
Provide shoes to teens based on retail partnership			
Establish Advisory Committee			
Launch partnership with Girl Scouts			
Determine launch date of formal health benefits plan			

E: Overview of Timeline

Fiscal Year 2010

	OCT	NOV	
Board reviews funding projections and organizational capacity	√		
Create Replication Task Force	√		
Transition CFC Program Manager to full time	√		
Transition Development Manager to full time	√		
Decrease frequency of board meetings to quarterly	√		
Develop board member fundraising and pledge goals		√	
Define a streamlined shoe-distribution model		√	
Adopt new donor database system		√	
Create program handbooks			
Determine funding projections and organizational capacity			
Expand TAC to three sites			
Launch one-touch educational opportunities			
Increase grassroots event attendance by 20%			
Evaluate KHK program			
Serve 3,000 homeless school-aged youth in July 2010			
Increase the number of donors in each county by 10% over last year			

	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
	√									
		√								
		√								
		√								
			√							
						√				
								√		
								√		

E: Overview of Timeline

Fiscal Year 2011

	OCT	NOV	
Board reviews funding projections and organizational capacity	✓		
Secure new office space	✓		
Begin recruiting Advisory Board	✓		
Establish minimum board pledge amount	✓		
Develop board member fundraising and pledge goals		✓	
Assess shoe donation model			
Determine funding projections and organizational capacity			
Launch East Bay Community Support Committee			
Increase grassroots event attendance by 20%			
Serve 3,500 homeless school-aged youth			
Increase the number of donors in each county by 10% over last year			

	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
	√									
		√								
		√								
					√					
								√		
								√		

F: Detailed Timeline

Strategy	Goal	MNRS Owner	Schedule	Progress
A-1	Redefine KHK program to focus on participants' involvement in CFC	KHK Coordinator	Oct-08	Complete
B-1, D-1	Establish CFC product guidelines	Board	Oct-08	Complete
B-3	Finalize partnership with Converse	ED	Oct-08	
C-2	Begin networking with SF schools for one-touch initiative	KHK Coordinator	Oct-08	In progress
C-3, D-1	Develop strategies to recruit for socio-economic diversity	KHK Coordinator	Oct-08	In progress
E-3	Review and institute a retirement plan for full-time staff	Finance Committee/ED	Oct-08	In progress
G-1	Hire a Development Manager	ED	Oct-08	Complete
G-5, H-3	Hire Events Coordinator	ED	Oct-08	In progress
H-7	Work with pro bono advertising firm on new logo and campaign	ED	Oct-08	In progress
H-7	Hire a freelance Staff Support Writer	ED	Oct-08	Complete
I-1	Develop board fundraising and pledge goals	Board	Nov-08	
I-2	Fold nominating responsibilities into Executive Committee	Board	Oct-08	Complete
I-2	Develop board development procedures	Executive Committee	Oct-08	Complete
I-3	Create board development wish list	Board	Oct-08	Complete
G-1	Recruit a volunteer Development Assistant	Development Manager/ED	Nov-08	In progress
G-2	Launch Development Committee	ED/Development Manager	Dec-08	
G-3	Gather C4C Marketing Team	Development Manager	Nov-08	
G-5	Establish fundraising event committee	Events Coordinator	Dec-08	
H-1	Finalize format of Step by Step event and fundraising goals	Development Committee	Dec-08	
H-1	Recruit Step by Step event chair	ED	Nov-08	
H-4	Gather task force to plan community support committee	ED/Community Volunteer	Apr-09	
H-7	Work with volunteer experts in marketing/PR to roll out new image	ED	Nov-08	

Strategy	Goal	MNRS Owner	Schedule	Progress
H-7	Work with volunteer experts in marketing/ PR to roll out new image	ED	Nov-08	
H-7	Launch new brand image and collateral	ED/Staff	Jan-08	
H-7	Review and update website	ED/Staff	Nov-08	
A-1	Define outcome measurements to assess whether KHK program meets these goals	KHK Coordinator	Jan-09	
A-1	Change mission statement to reflect focus on CFC	Board/ED	Dec-08	
B-1	Evaluate value of gift cards to determine whether \$50 is sufficient	CFC Coordinator	Dec-08	
C-4	Gather KHK rebranding team	KHK Coordinator	Dec-08	
C-4	Propose new KHK name to BOD	ED	Dec-08	
D-2	Project budgets for 2010 and 2011	ED, Program Co-ordinators	Jan-09	
D-3	Gather team to investigate replication models	ED/Board	Dec-08	
E-1	Formalize performance review procedures	ED/HR	Dec-08	
F-1, E-2	Establish plan and format for sharing vital information required for each staff position	ED/Staff	Dec-08	
G-2	Create Annual Fundraising Plan	Development Committee	Dec-08	
G-3	Create a C4C Champions Plan	Development Manager	Dec-08	
G-4	Evaluate retail partnerships	ED	Dec-08	
H-1	Form Step by Step committee	Step by Step Chair/Events Co-ordinator	Dec-08	
B-3	Gather team of experts in operations and retail to discuss shoe distribution	CFC Coordinator	Jan-09	
C-2	Expand TAC to San Francisco	KHK Coordinator	Jan-09	
C-2	Pilot school partnership program	KHK Coordinator	Jan-09	
C-2	Establish contacts with Girl Scouts of Northern California	KHK Coordinator	Jan-09	
C-2, C-3	Create school partnership curriculum	KHK Coordinator	Jan-09	In progress
C-3	Create diversity-friendly curriculum for TAC	KHK Coordinator	Jan-09	In progress

F: Detailed Timeline

Strategy	Goal	MNRS Owner	Schedule	Progress
E-3	Investigate health plan options	Finance Committee/ED	Jan-09	
F-5	Review and update strategic plan twice yearly	ED/Board	Jan-09	
G-3	Re-brand C4C Champions materials	C4C Marketing Team	Jan-09	
G-4	Pursue discussions with potential retail partners	ED	Jan-09	
H-2	Plan and schedule three shoe sorting volunteer days	CFC Coordinator	Jan-09	
H-7	Launch new organizational look and campaign	Staff	Jan-09	
C-1	Establish KHK Advisory Committee	KHK Coordinator	Feb-09	
G-5	Launch new fundraising event	Events Coordinator	May-09	
H-7	Develop plan to assign maintenance of website	ED	Feb-09	
H-7	Develop a plan for the consistent maintenance of the website	ED	Feb-09	
C-2, C-3	Review one-touch curriculum	KHK Coordinator	Mar-09	
F-4	Complete financial policies	Finance Committee	Mar-09	
H-2	Develop volunteer outreach plan and materials	Community Outreach Manager	Mar-09	
H-2	Plan for volunteer adoption of back-to-school parties	Community Task Force/CFC Coordinator/ED	Apr-09	
B-3	Choose final shoe distribution model	CFC Coordinator	Apr-09	
G-5	Evaluate success/viability of fundraising event	Events Coordinator/ED	Apr-09	
C-2	Recommend third site for TAC	KHK Coordinator	May-09	
H-3	Hire a Community Outreach Coordinator	ED	Apr-09	
H-5	Draft Advisory Board plan	ED	May-09	
C-1	Evaluate KHK program outcomes	KHK Coordinator	Jun-09	
C-1	Evaluate school partnership program	KHK Coordinator	Jun-09	

Strategy	Goal	MNRS Owner	Schedule	Progress
C-2	Launch one-touch initiatives	KHK Coordinator	Jun-09	
C-2	Determine goals for partnership with Girl Scouts	KHK Coordinator	Jun-09	
D-1	Define level of grassroots support required in each county	ED/Board/Staff	Jun-09	
D-1, G-1, G-5	Define level of support from local funders in each county	ED/Board/Staff	Jun-09	
D-3	Present replication report and strategies to BOD	Replication Team/ED	Jun-09	
E-2	Create staff transition plans	ED/Board	Jun-09	
F-2	Create technology plan	ED	Jun-09	
F-3	Investigate new office space	ED	Jun-09	
F-3	Establish permanent warehouse	CFC Coordinator	Jun-09	
G-3	Revise and expand corporate sponsorship opportunities	Development Manager	Jun-09	
G-4	Solidify retail partnership for 2009	ED	Jun-09	
G-4, D-1	Establish guidelines for retail partnerships to include in CFC Handbook	ED/Board	Jun-09	
H-1	Evaluate success and viability of Step by Step event	Development Committee	Jun-09	
H-4	Create action plan for community support committee	Community Task Force	Jun-09	
I-1	Discuss minimum board pledge	Board	Jun-09	
I-4	Reassess length and number of terms for members and officers	Board	Jun-09	
B-3	Implement shoe distribution model	CFC Coordinator	Jul-09	
F-2	Evaluate donor databases	Development Manager	Jul-09	
A-1	Review program outcomes annually	ED/Board	Aug-09	
H-4	Create plan for expansion of community support committee	Community Task Force	Aug-09	
A-1	Evaluate goal of directing 60-70% of total program costs to CFC	ED/Board	Sep-09	
B-3	Evaluate shoe distribution model	CFC Coordinator	Sep-09	
C-1	KHK Advisory Committee to evaluate programs	KHK Advisory Committee	Sep-09	

F: Detailed Timeline

Strategy	Goal	MNRS Owner	Schedule	Progress
C-2	Evaluate one-touch initiative	KHK Coordinator	Sep-09	
C-2	Launch partnership with Girl Scouts	KHK Coordinator	Sep-09	
D-1	Define standards for CFC partner selection	CFC Coordinator	Sep-09	
D-1	Define standards for KHK partner selection	KHK Coordinator	Sep-09	
D-1	Define method of surveying landscape for potential CFC partnerships	CFC Coordinator	Sep-09	
D-1, C-3	Define method of surveying landscape for potential KHK partnerships	KHK Coordinator	Sep-09	
D-1, G-1, G-5	Assess goals for level of support from local funders in each county	ED/Board/Staff	Sep-09	
F-5	Develop an annual operating plan	ED/Staff	Sep-09	
D-1	Define other goals for program handbooks	ED, Program Co-ordinators	Oct-09	
D-4	Create Replication Task Force to evaluate replication models and feasibility	Board/staff	Oct-09	
F-5	Review and update strategic plan twice yearly	ED/Board	Oct-09	
H-3	Hire volunteer coordinator	ED	Oct-09	
H-5	Recruit Advisory Board	ED	Oct-09	
I-4	Begin quarterly board meetings	Board	Oct-09	
B-3, D-1	Finalize blueprint for shoe distribution	CFC Coordinator	Nov-09	
F-2	Migrate donor information to new database	Development Manager	Nov-09	
D-1	Complete program handbooks	ED, Program Co-ordinators	Dec-09	
E-3	Project launch of health plan	Finance Committee/ED	Dec-09	
H-6	Assess shoe donation model and impact on inventory and programs	CFC Coordinator	Dec-09	
C-2	Expand TAC to third site	KHK Coordinator	Jan-10	
H-4	Begin efforts to recruit East Bay community support committee	Community Task Force	Sep-10	
F-4	Transition accounting procedures to main office	Accountant	Oct-10	
H-4	Launch community support committee in the East Bay	Community Task Force	Jan-11	
I-1	Institute minimum board pledge	Board	Oct-10	





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