Back on My Feet

2020 Vision
Message from Our CEO

Over the last 8 years, Back on My Feet has transformed from an innovative, one of a kind idea into a national organization touching thousands of lives each year. This could not have been possible without the unwavering commitment of our National Board, our corporate, non-profit and foundation partners and countless volunteers who embrace our members. We are incredibly grateful for the endless support we have received from the Back on My Feet community. We have seen first-hand that, together, we can make real change in people’s lives and in our communities.

Most of all, we are grateful for our members – for their courage to take back control of their lives; for their commitment to Back on My Feet and our morning runs; and for their continued engagement in our program, even after they’ve become alumni. We are endlessly inspired by them as they refuse to quit moving forward – whether on a run or in life – and we will use the same passion to bring Back on My Feet to individuals and communities in need across the nation and around the world.

To help guide us in this mission, we have developed the following Strategic Plan. This effort included examining the national homeless landscape and our current operations, analyzing how we can serve our current markets more deeply and broadly as well as vetting potential new markets for expansion in the coming years. As we continue to grow, it is critical that we take an honest look at our “on-the-ground” process to see how we can increase in scope – by serving more members, and improve our efficiency – by serving our members better.

Growth will also require creative new fundraising efforts that we can replicate across diverse markets, as well as new approaches to staffing both locally and nationally. We are confident that as we continue to expand, our volunteer base and corporate partnerships will expand with us as they have throughout the last 8 years. Our model has proven to work—in our externally validated economic impact study, we demonstrated that for every $1.00 invested in Back on My Feet, almost $2.50 is returned to the US economy. The support from our community at each chapter has been strong and is consistently growing. Now, our goal is to take Back on My Feet to the next level by deepening our impact further and transforming as many lives as possible.

I want to thank all those who helped contribute to our incredible success thus far, and we look forward to achieving our goals over the coming years, transforming lives one mile at a time.

Sincerely,

Katy Sherratt, CEO
Mission and Program

MISSION
Back on My Feet combats homelessness through the power of running, community support and essential employment and housing resources.

VISION
Back on My Feet seeks to revolutionize the way our society approaches homelessness. Our unique running-based model demonstrates that if you first restore confidence, strength and self-esteem, individuals are better equipped to tackle the road ahead and move toward jobs, homes and new lives. For all in need, we aim to provide practical training and employment resources for achieving independence; an environment that promotes accountability; and a community that offers compassion and hope. For all with the capacity to serve—volunteers, donors, community and corporate partners—we seek to engage you in the profound experience of empowering individuals to achieve what once seemed impossible through the seemingly simple act of putting one foot in front of the other.

PROGRAM
Back on My Feet uses running and community to motivate and support individuals every step of the way from homelessness to independence. Back on My Feet recruits members at homeless and residential facilities around the country and begins with a commitment to run 3 days a week in the early morning. After 30 days in the program, members with 90% attendance earn the opportunity to move into the second phase of the program called Next Steps, which provides educational support, job-training programs, employment partnership referrals and housing resources.

IMPACT
Since September 2008, Back on My Feet has served more than 6,000 individuals experiencing or at risk of homelessness and engaged more than 100,000 volunteers and supporters. Our members have run a collective 500,000 miles and so far obtained more than 3,500 jobs and homes. An additional 1,500 have completed vocational training, gone back to school to earn their GED or taken up further education programs. Approximately 6 months after becoming a Back on My Feet alumnus, 90% of our alumni members are still employed, 60% have earned a wage increase and 20% have been promoted. Members also experience tremendous health benefits from participating in the program, including a 48% decrease in high blood pressure and a 41% decrease in obesity. What’s more, every $1.00 invested in Back on My Feet returns nearly $2.50 to the local community through increased economic output from employment and reduction in costs for shelter, medical services, incarceration and addiction treatment.
Executive Summary – 2020 Vision

Back on My Feet has ambitious plans to more than double in size by 2020. We plan to achieve this goal by: increasing our scale in our current markets, expanding to at least 4 more cities (including 1 international location) and deepening our programmatic impact to support members in achieving and sustaining their life-changing transitions.

STRATEGIC OBJECTIVES

Our 2020 Vision has 4 major objectives:

- **Deepen Programmatic Impact**
  - Enhance Workforce Development Programming
  - Develop New Employment Partnerships
  - Establish New Housing Partnerships
  - Expand Alumni Programming

- **Maximize and Increase Funding Sources**
  - Create New National Corporate Partnerships
  - Implement Strategic Individual Giving Program
  - Increase Foundation Support
  - Pilot Alternate Revenue Sources

- **Expand Existing Markets**
  - Grow Existing Teams
  - Launch New Shelter and Facility Partnerships
  - Expand Recruitment Channels
  - Broaden Member Demographic

- **Launch New Markets**
  - Establish a Chapter in San Francisco in 2016
  - Focus on Regional and “Viable Market” Growth 2017 and beyond
  - Establish an International Chapter

Achieving these objectives will require adaptations and evolution of our staffing and operating model as well as ensuring the delivery of a consistent, powerful and far-reaching brand across all locations.
Organization Overview

OUR OPERATING MODEL

Operating in 11 major cities coast-to-coast, Back on My Feet has a centralized management model – the National Headquarters oversees the local chapters, maintains centralized fiscal control, provides overall strategic direction and defines program, marketing and operational guidelines. Headquarters also defines and manages growth into new markets and provides functional services to chapters including human resources, finance, data analysis and communications. This allows chapter teams to focus on delivering the program, meeting their local financial and programmatic goals and building and managing local partners and events. While Back on My Feet has a single National Board of Directors, which holds fiduciary responsibility, each chapter has an independent local Advisory Board and often a Young Professionals Board to provide support for fundraising and program implementation. Back on My Feet has over 50 employees nationwide with 3 to 6 employees in each market. Our operating model seeks to reduce financial risk and build a consistent program, brand and experience in each chapter while benefiting from shared services and economies of scale.

CORE VALUES

At Back on My Feet, we are deeply committed to our mission and members. In service of that mission, our daily actions and overarching goals are guided by our core values:

ACCOUNTABILITY: We are outcome focused and always aim to exceed our individual and collective goals; we use our resources efficiently and are accountable to each other, supporters, partners and members.

INNOVATION: We challenge ourselves to develop new ideas, embrace change and take disciplined risks to enact sustainable solutions.

COLLABORATION: We respect and value each other’s work and actively seek partners to leverage our combined strengths in making a difference in our communities.

INTEGRITY: We aspire to live to the highest standards of personal honesty and behavior; we never compromise our reputation and always act in the best interests of our members and constituents.

RESPECT: We value each other’s backgrounds and are inclusive of all individuals, abilities and cultures.

OUR PROGRAM

Back on My Feet uses running and community to motivate and support individuals every step of the way from homelessness to independence. Our success is measured not only by the health impact of miles run, but more importantly by how many individuals obtain further education, employment and housing. We recruit members at homeless shelters and residential facilities around the country and begin with a commitment to run 3 days a week in the early morning. Teams of Back on My Feet runners consist of individuals experiencing homelessness alongside CEOs, teachers, lawyers, musicians, consultants, public servants and others seeking to have a positive impact in their community. These individuals, regardless of age, race, background or running ability (walking is always an option) become teammates and friends. Through this community of
support and by achieving weekly running successes, members are motivated to stay committed to our demanding program and on a path toward independence.

After 30 days, members with 90% attendance move into the second phase of the program, called Next Steps. During Next Steps, members are afforded access to our curriculum of training and life skills courses (such as financial literacy and workforce development), provided referrals to external partners for additional specialized services (such as mental health and preventive care) and assisted with obtaining employment and housing through referrals to our partners.

Once members have completed our core Next Steps training curriculum, they begin searching for employment and housing with the help of our dedicated program staff. Back on My Feet seeks to engage local and national companies in employing our members. Our employment partners commit to interviewing, hiring and providing feedback to our members. Back on My Feet has employment referral partnerships with Marriott International, White Lodging, CVS, The Home Depot, Safeway and many other local organizations across our markets. In addition, we support our members in finding suitable affordable housing through direct referrals or by connecting them to appropriate housing resources. Once a member has established employment and created a sustainable budget, they become eligible to apply for a small amount of financial assistance to move into independent housing (note: this is a one-time form of assistance).

Individuals who obtain employment and housing become alumni members of the program. Many alumni continue to run with their teams, serving as role models and helping with recruitment of new members. We also provide basic alumni programming in some markets, such as training courses so members can continue to develop their career and troubleshoot common pitfalls in the workplace.

THEORY OF CHANGE

At Back on My Feet, we don’t accept a “hand out” approach, but rather a “hand up” model. Our members’ success and eventual independence ultimately come from their own abilities – we show them a path to get there, provide opportunities and support them along the way.
OUR IMPACT

Member Outcomes

Since September 2008, we have served over 6,000 individuals experiencing homelessness, including over 1,200 individuals who started the program in 2015. On average, over 80% of the members who start with us reach the 30 day mark (with 90% attendance on the early morning runs) and qualify to move to our Next Steps phase. Among members who remain in Back on My Feet for at least 90 days, approximately 65% make at least 1 significant step toward self-sufficiency in our 3 core outcome areas of employment, housing and training and education. Approximately 6 months after becoming a Back on My Feet Alumnus, 90% of our members maintain employment, 60% earn a wage increase and 20% achieve a promotion. Members also experience tremendous health benefits from participating in the program, including a 48% decrease in high blood pressure, a 41% decrease in obesity and a 13% decrease in BMI.

Economic Impact

Back on My Feet has conducted an in-depth analysis of our program’s economic impact to provide donors and other stakeholders with an estimate of the expected return on their investment in our organization. As the competition for philanthropic dollars intensifies and investors become increasingly savvy, we remain cognizant of our role as stewards of their investments. In our analysis of economic impact – validated by an external consulting company – we demonstrated that $1.00 invested in Back on My Feet yields a return of almost $2.50 to our communities in 3 years. This return is generated through increased economic output and cost savings on temporary shelter, hospitalization costs, medical costs associated with physical inactivity, incarceration costs and treatment costs for drug and alcohol dependency. We maximize our economic impact by directly referring our members to housing and employment opportunities and making significant improvements to their health through physical activity.

OUR FUNDING MODEL

Nearly 90% of Back on My Feet’s revenue comes from corporations and individuals. Back on My Feet is unique among non-profits in that a significant portion of our funding is from corporate entities, and we are proud to bring these new resources to bear on the critical issue of homelessness. We work with over 50 corporations and their employees nationwide, including our national partners: Accenture, ACE Cash Express, Inc., AT&T, Bimbo Bakeries USA, Cigna, Ernst & Young, Marriott International, Morgan Lewis and White Lodging. Fundraising activities include Back on My Feet owned races and events, annual galas, employee giving campaigns, point of sale and product promotions, corporate health and wellness campaigns and FundRacing (where volunteers raise money through their own personal races from 5Ks to marathons). In 2015, Back on My Feet generated over $6 million in revenue.
The Current Environment of Homelessness

NATIONAL LANDSCAPE

Current Status
On a single night in January 2015, 564,708 people were experiencing homelessness in the United States – which means they were sleeping outside or in an emergency shelter or transitional housing facility. It is unacceptable that half a million individuals in America are unable to find suitable, stable housing, and more resources need to be brought to bear to end this pervasive social crisis.

Demographics of the Homeless Population

National Trends

Historically, policy makers believed the best solution to homelessness was a gradual approach towards housing and independence. The first major federal legislative response to homelessness was the McKinney-Vento Act of 1987, which provided funds for temporary shelter as well as job training and education, primary health care, mental health care, drug and alcohol treatment and other supportive services. By focusing on the root issues that contributed to an individual’s homelessness, the McKinney-Vento Act hoped individuals would be better suited to gain and maintain permanent housing while reducing the need for future assistance. In recent years, “Housing First” has become the government’s preferred

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approach to ending homelessness. This approach is centered on providing people experiencing homelessness with housing as quickly as possible. The HEARTH Act, passed in 2009, placed a greater emphasis on permanent supportive housing and rapid re-housing over transitional housing as permanent solutions to homelessness.

As federal funding continues to shift towards permanent supportive housing, Back on My Feet’s program, which promotes independence, is required more than ever. Housing First, while vital to breaking the cycle of homelessness, does not result in true independence for individuals, nor does it eliminate the financial burden on communities, as Housing First is taxpayer funded. Furthermore, the supportive services that were designed to help individuals achieve and maintain independence are suffering severe funding cuts. In 1998, 54% of Housing and Urban Development’s (HUD) budget was spent on supportive services, and 46% on housing.\(^2\) By 2013, just 26% of HUD’s budget went to supportive services, and 74% to housing.\(^3\) Back on My Feet is perfectly suited to compensate for the lack of government provided supportive services, especially as our program is predominantly corporate, foundation and individually funded. Put otherwise, as the federal government focuses on moving individuals from homelessness to supportive housing, Back on My Feet will continue to focus on moving individuals forward on a trajectory of true independence.

**Strategic Objectives**

Back on My Feet has developed a model that is unique and has proven to be both successful and scalable. As we continue to grow, we will lean on the knowledge and experience of our national leadership team and adapt to the evolving landscape of homelessness. We are grateful to have strong support from our existing partners and our many volunteers, and we will use all of our resources to achieve these strategic objectives. We will capitalize on the breadth of Back on My Feet markets to pilot test some of these strategies before scaling up across all chapters, to ensure they are successful before replication.

**STRATEGIC OBJECTIVE: DEEPEN PROGRAMMATIC IMPACT**

Initiatives:

1. **Enhance Workforce Development Programming**
   a. Utilize labor market data to maximize the match between Back on My Feet training opportunities, in-demand positions and growing industries where our members can find employment.
   b. Increase core components of Next Steps to provide additional support to members (e.g., computer literacy).
   c. Increase interpersonal skills training for our members and alumni to ensure long-term success in sustaining employment (e.g., processing constructive feedback, handling workplace conflict and career development).
   d. Increase financial support for technical skills/certifications and education.
   e. Hire Training and Education Coordinators to support these efforts. Where funding is not yet available for a full-time staff, we will consider reduced cost alternatives including part time positions and national volunteer programs.

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2. **Develop New Local and National Employment Partnerships**
   a. Increase partnerships with national brands – similar to our Marriott partnership – to employ our members nationwide.
   b. Improve training partnerships with corporations who provide a “train to employ” model such as CVS.
   c. Build upon and add additional local employment partnerships.
   d. Hire Employment Coordinators to support these efforts. Where funding is not yet available for a full-time staff, we will consider reduced cost alternatives including part time positions and national volunteer programs.

3. **Establish New Housing Partnerships**
   a. Continue to establish direct housing referral partnerships for our members with existing housing options in each market.
   b. Pilot public-private partnerships to develop affordable supportive housing options for our members with ongoing Back on My Feet programming and low cost rent that will allow members to improve their employment and financial status and thus serve as a significant step towards independence.

4. **Expand Alumni Programming**
   a. Develop more robust programming for alumni that addresses their ongoing needs and helps them maintain employment and independent living.
   b. Provide more advanced skills training and career coaching (e.g., conflict management, upskilling for promotion opportunities and career development, digital age literacy and advanced financial management).
   c. Develop and execute a consistent health and wellness curriculum to ensure healthy habits are pervasive and sustained in our members’ lives.
   d. Hire Alumni Coordinator at each chapter to focus on these efforts. Until funding supports this role, a basic version of alumni programming will be provided and supported by volunteers and current alumni.

**Success Measures:**

1. 80% of members obtain employment, housing and/or enroll in significant training/further education (vs. current 65%)
2. 50% of alumni engaged in alumni programming (vs. current less than 20%)

**STRATEGIC OBJECTIVE: EXPAND EXISTING MARKETS**

**Initiatives:**

1. **Grow Existing Teams**
   a. Currently we serve approximately 5% to 10% of residents in our existing shelter and facility partners. We plan to increase that percentage to 15% to 20% through improving our outreach efforts within the facilities, which will include utilizing our alumni members to advocate for the program and share their success among potential new members.

2. **Launch New Shelter and Facility Partnerships**
   a. Target any remaining suitable shelters and facilities in our current markets that have at least 50 residents and that are geographically accessible to our staff and volunteers.
3. **Expand Recruitment Channels**
   a. Expand our outreach efforts to non-shelter locations (e.g., referrals from health care providers and outpatient treatment programs), emergency shelters and subsidized housing locations.
   b. Evolve the structure of our teams to operate regionally from central locations, rather than from a single residential facility to enable our chapters to grow more efficiently.

4. **Broaden Member Demographic**
   a. Our current member population differs from the general homeless population across several dimensions including gender, family configuration and age. For example:
      i. 17% of our members are women versus 40% of the overall homeless population.
      ii. We currently work with single adults exclusively. This approach has excluded the 15% of homeless individuals who are in shelter with their families.
      iii. 14% of our members are young adults (18 to 30) versus 24% of the overall homeless population.
   b. As we look to grow to new facilities we will focus efforts to build our population to be more reflective of the broader homeless population.

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**Success Measures:**
1. Total number of members served increases from 6,000 to 15,000+ and annual membership to over 2,500 by 2020
2. Percentage of residents served within a shelter increases to a minimum of 15% of shelter capacity
3. Women’s team established in 90% of our chapters and Veterans team in 100% of our chapters
4. Pilot at least 1 team within programs supporting families and 1 team within programs supporting young adults/youth ageing out of foster care

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**STRATEGIC OBJECTIVE: MAXIMIZE AND INCREASE FUNDING SOURCES**

**Initiatives:**

1. **Maximize Existing and Create New National Corporate Partner Relationships**
   a. Focus on building new multi-dimensional, sustainable partnerships that support across the spectrum of our needs including financial contributions, employee engagement and program collaboration.
   b. Continue to leverage our existing corporate partnerships to ensure they are being maximized across all of our local chapters and build out new partnerships with their partners, vendors and clients.

2. **Implement Strategic Individual Giving Program**
   a. Overhaul donor data strategy and strengthen best practices for donor data management and recognition.
   b. Implement annual giving and major giving programs to include donor levels, coordinated appeals and consistent stewardship practices.
   c. Maximize FundRacing revenue through enhanced FundRacing packages, piloting centralized management and expanding events.
3. Increase Foundation Support
   a. Utilize new impact measures – economic impact, health impact and alumni outcomes – to drive new and repeat foundation support.
   b. Develop new (and deepen existing) relationships with foundations whose interests align with our work.

4. Pilot Alternate Funding Streams
   a. Explore collaborating on mutually beneficial government funding opportunities with program partners.
   b. Explore Social Enterprise concept and pilot in 2018 (or earlier subject to funding).

5. Deliver a Consistent, Powerful and Far-Reaching Brand
   a. Enhance media presence and position Back on My Feet as a thought leader combating homelessness.
   b. Standardize brand delivery across events, print collateral and media.
   c. Capture and better deliver the powerful stories of our members across all channels – online, appeals, media, board meetings and external presentations.

Success Measures:
1. Total organization budget of $12 million+ and minimum 15% year over year growth in local chapter budgets to support programmatic expansion
2. Increase foundation revenue to over $2 million annually by 2020
3. Double individual support base on social media channels and mailing list

STRATEGIC OBJECTIVE: LAUNCH NEW MARKETS

Initiatives:
1. Establish a Chapter in San Francisco in 2016
   a. Launch approach will start small (2 staff and 2 teams) and scale sustainably over time as funding allows.

2. Focus on Regional and “Viable Market” Growth 2017 and Beyond
   a. Expansion regionally (within states where we currently have a chapter) will allow us to maximize organizational efficiency. Markets under consideration include San Diego and Houston.
   b. “Viable Market” criteria include: size of the homeless population, size of the corporate community and size and reach of the running community. Markets under consideration include Denver and Seattle.
   c. Evolve new market launch approach – to facilitate faster scaling we will assess and create a Back on My Feet licensing model and pilot in at least 1 market.

3. Establish an International Chapter
   a. Domestic growth is our priority, but we intend to establish our first international chapter by 2020, focusing on locations with English as a primary language (e.g., London, Vancouver, Toronto, etc.).

Success Measures:
1. Establish at least 3 new chapters in the United States
2. Establish 1 international chapter
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Transforming Lives One Mile at a Time
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