BACK ON MY FEET
2016 ANNUAL REPORT
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Message From our CEO

Dear Friends,

In 2016, Back on My Feet celebrated thousands of successes nationwide. We served a record number of members and achieved double digit growth in each of our primary goal areas: training, employment and housing. Our employment placements saw a 25% increase from 2015 to 2016. We continued to bolster our Alumni program, implementing a standardized program nationwide, piloting professional career coaching and developing our new Cigna Health and Wellness Program. We’re proud that 44% of our Alumni get a raise within 6 months, and 83% are still employed after 15 months.

This year, we deepened our relationship with existing national corporate partners like Marriott and Accenture and added Cigna and Ernst and Young as new national partners. With increased support from national partners and new investment from local partners, we launched Back on My Feet San Francisco in November. None of our work is possible without the help of our National Board, local Advisory and Young Professional Boards, our corporate, nonprofit and foundation partners and countless volunteers who embrace our members. To all those who support our members through volunteer hours, donations, employment and housing opportunities, you have our deepest gratitude.

We could not be more grateful for our staff, who work tirelessly to pave sustainable pathways out of homelessness for our members. They are there first thing in the morning to run with members, late at night leading job training courses and over the weekends cheering through 5Ks, 10Ks, half and full marathons. The relationships our staff and volunteers build with our members create a community unlike any other in homeless services. With each step, members learn that there is hope, that they can achieve things they never thought possible and that there are people who will support them along the way.

Finally, we want to thank our members, who inspire us on a daily basis. Our members earn everything they get—we simply show them the path to get there. I am honored to celebrate these accomplishments with all of our supporters, and I look forward to our continued work together, transforming lives one mile at a time.

With Gratitude,

Katy


- 500K+ MILES RUN
- 4,500+ MEMBERS EMPLOYED AND HOUSED
- 83% MEMBERS MAINTAIN EMPLOYMENT
- 100K+ VOLUNTEERS & SUPPORTERS

“...The hopelessness I felt was far worse than being homeless.
Back on My Feet gave me hope again.” — Jeremy, Indianapolis
MISSION AND PROGRAM

MISSION
Back on My Feet (BoMF) 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
Operating in 12 major cities coast-to-coast, 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 also by how many individuals obtain education, employment and housing.

Back on My Feet recruits program participants ("members") at homeless shelters and residential facilities around the country and begins with a commitment to run three 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.

21% of Back on My Feet members are veterans, 23% are women, and in 2016 we launched our first youth team for young adults (18-24) experiencing homelessness.

"Back on My Feet helped me more in six months than the three years in other programs." — Joel, New York City
**Back on My Feet Program Timeline**

At Back on My Feet, running is the catalyst. Employment and housing are the endgame.

**RUNNING**

**PHASE 1**

*Day 1 – 30*

- **Morning Runs** – Teams meet outside homeless shelters and residential facilities every M/W/F, between 5:30–6:00 AM, and run or walk 1–3 miles
- **New Gear** – BoMF gives members new shoes and gear
- **Community** – Volunteers join morning runs and build our community
- **Dedication** – Members must maintain 90% attendance to advance to Next Steps

**NEXT STEPS**

**PHASE 2**

*Day 30 – 100 (typically)*

- **Workforce Development** – Members attend BoMF workforce development training delivered in partnership with Accenture Tools for Success
- **Financial Literacy Education** – Members attend financial literacy workshops provided through banking partners like ACE Cash Express, Wells Fargo, TD Bank and Bank of America
- **Training & Certifications** – BoMF provides financial aid to support members seeking specific training or certification courses like culinary arts or forklift certification
- **Education** – BoMF provides financial aid to help members return to school
- **Employment** – BoMF refers members to our local and national employment partner network
- **Housing** – BoMF refers members to housing partners, helps members navigate affordable housing opportunities and may provide financial aid for a security deposit or first month’s rent

**ALUMNI**

**PHASE 3**

*Day 100+

With employment and housing, members become Alumni. Our Alumni Program provides:

- **Community** – Monthly alumni meetings and events to maintain community support
- **Health & Wellness Education** – Workshops on nutrition, stress management and general health
- **Career Coaching** – One on one support for career advancement
- **Leadership Opportunities** – Alumni become leaders at BoMF, mentoring new members and serving on our Boards

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A year ago, I would have called you crazy if you told me I would have a great job and I would get it, because of running. But, it’s true...Back on My Feet changed my life.” —Mark, New York
**OUR IMPACT IN 2016**

**COMMUNITY IMPACT**

- **1,000+ MEMBERS**
- **100,000+ SUPPORTERS**
- **3,000+ VOLUNTEERS**

**OVER 75%** of our members who start in the running component of the program advance to the Next Steps phase of the program.

**2016**

- **1,000+ MEMBERS SERVED**
- **800+ EMPLOYED/HOUSING**
- **150+ TRAINING/EDUCATION**

**SINCE LAUNCH**

- **6,000+ MEMBERS SERVED**
- **4,500+ EMPLOYED/HOUSING**
- **1,000+ TRAINING/EDUCATION**

**(INDIVIDUALS EXPERIENCING HOMELESSNESS)  ***ACTIVE DATABASE**

**ECONOMIC**

Every $1 invested in BoMF returns $2.50 to the local community through economic output from employment and reduction in costs for shelter, medical services, incarceration and addiction treatment.

**HEALTH**

Members are **2.5x** more likely to report high self-esteem than the general urban homeless population.

**OVER 75%** of our members who start in the running component of the program advance to the Next Steps phase of the program.

**LONG TERM**

The national minimum wage is **$7.25/hr**. Our members start on average at **$12.75/hr**. Within 6 months, **44%** of our Alumni receive a raise, and **83%** are still employed after **15** months.

**I received life training and skills, job training, financial literacy and support to help me get back on my feet. It’s helped me a lot in moving my life towards success.** — **Abi, Washington, DC**
MEET OUR MEMBERS

Carole never imagined she would check herself into a local Salvation Army homeless shelter. After the death of her father and a series of unexpected events, Carole was left with little to nothing to call her own—not even a pair of shoes.

When Carole heard there was a program she could join that would provide a pair of sneakers, she immediately signed up. Joining Back on My Feet was Carole’s first step in living a healthier lifestyle and overcoming homelessness.

Through Back on My Feet’s employment and housing support, Carole now works a full-time job at Accenture and lives in her own apartment. Looking ahead, Carole is confident in her future knowing Back on My Feet remains by her side every step of the way.

Eugene spent 26 years in the Army and 5 in the National Guard. Upon returning from Afghanistan in 2011, he found a foreclosure notice on his door and a note from his wife saying she left.

Eugene spent many nights in a laundromat trying to figure out what to do next. He eventually entered the veteran’s program at the Gateway Center for the Homeless, where he found Back on My Feet.

In Back on My Feet, Eugene maintained nearly perfect run attendance, logged over 830 miles and secured employment with Back on My Feet employment partner Home Depot. Eugene is now a proud Back on My Feet Alumnus and wakes up at 4 a.m. to make morning runs with his team.

BoMF DEMOGRAPHICS

Gender 77% MALE 23% FEMALE 21% OF OUR MEMBERS ARE VETERANS

Age 30% 22% 22% 22% 15.5% 8.5%

Race/Ethnicity 1% 5% 29% 53% 16% 15% 15% 4%

Level of Education 16% 15% 13% 4% 27% 25% 15% 15% 13% 4%

*Values may add up to be over 100 due to individuals choosing multiple categories.
GAME CHANGING PARTNERS

NATIONAL PARTNERS

“Back on My Feet is making a tremendous impact on people’s lives. By engaging our employees in Back on My Feet’s mission and hiring Back on My Feet members, Marriott has also benefited from our affiliation with Back on My Feet.”

— Peter Cole, Managing Director, Business Integration, Marriott International

“Back on My Feet provides a program that really works in addressing homelessness and offers companies great ways to get employees involved. AT&T is a proud partner in Back on My Feet’s work.”

— Kelly King, CEO, AT&T Mexico

SELECT LOCAL AND REGIONAL PARTNERS

Sometimes people just need a boost in their life to get themselves back on the right track and I think that’s exactly what Back on My Feet has done.” — Senior HR staff at the Indianapolis Marriott Downtown
FINANCIALS

Back on My Feet relies on corporate investors, individuals and foundations to partner with us in the important work of empowering individuals to overcome homelessness. Diversified funding and sustainable growth are top organizational priorities, locally and nationally. With 14% growth from 2015 to 2016, we continue on a positive path to serving more members and serving them at a deeper level. We are grateful for the thousands of donors who make this work possible.

SOURCES OF INCOME

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FUNDRAISING

GALAS

In 2016, we hosted nine galas and two breakfasts nationwide that raised more than $1,500,000. Hundreds of business and community leaders attend each gala to hear from a member and support the mission, all while having a great time.

FUNDRACING

Nearly 600 supporters FundRaced for Back on My Feet through the Bank of America Chicago Marathon, TCS New York City Marathon, The Boston Marathon and more, raising more than $1,000,000 to support our program. We also added opportunities to run internationally for Back on My Feet through the BMW Berlin Marathon and Virgin Money London Marathon.

RACES

Back on My Feet owned and operated 11 races nationwide in 2016, raising more than $700,000. Whether our Philadelphia 5-Miler, Chicago Mardi Gras Chaser 5/10K or Baltimore Sneaks Come Out at Night 15K Relay, Back on My Feet races allow thousands to race with us and our members.

“I took advantage of all the classes ... I wanted everything that I could get out of Back on My Feet... I’m motivated and I’m achieving my goals.” — Mark, New York City
OUR LEADERSHIP

NATIONAL BOARD OF DIRECTORS

Jay Shipowitz
ACE Cash Express, Chairman & CEO
Board Chairman

Anne Berkowitch
Bionic, Co-Founder
Vice Chairman

Patrick Coyne
Accenture Workplace Solutions, Global Managing Director
Vice Chairman

Jeff Adams
Marathon Tours & Travel, President

Jeni Bell
AT&T Mobility, Northern California & Northern Nevada Region, VP & General Manager

Peter B. Cole
Marriott International, Managing Director, Business Integration Treasurer

David Guilmette
Cigna Corporation, President, Global Employer & Private Exchanges

Beth Ann Kaminkow
Kantar Vermeer, Global CEO

Eric Kraeutler
Morgan, Lewis & Bockius, LLP, Philadelphia Litigation Practice President
Secretary

Vince Melchiorre
Bimbo Bakeries USA, Senior Vice President

Dave Sibley
White Lodging, COO, Full Service, Hospitality Management

Larry Solomon
Epam Systems, SVP, Chief People Officer

Brent Wyper
Ernst & Young, Assurance Partner

“Back on My Feet taught me...responsibility, professionalism, and dedication.” — Mike, Washington, DC
MEET OUR CEO

Katy Sherratt leads Back on My Feet as Chief Executive Officer. An award-winning social innovation leader, Katy has been instrumental in increasing Back on My Feet’s programmatic impact by over 75% and introducing new and important measures to demonstrate the holistic impact of the program. Under her tenure, Back on My Feet has gone from early stage startup to a sustainable organization and is now a leader in the homeless services space nationwide. Funding has increased by over 50% thanks to the growth of existing, and cultivation of new, partnerships and fundraising streams and the geographic expansion of operations along the East and West coasts. Katy has been recognized across multiple media and news outlets including by The Economist’s Philanthrocapitalism program as a leader in social innovation and cutting edge nonprofit management. In 2016, she was also named among Women’s Running Magazine’s “Top 20 Gamechangers” and most recently a winner at the Philadelphia Social Innovation Awards. Katy brings over 15 years of leadership experience across both the for profit and nonprofit sectors. Prior to joining Back on My Feet, Katy led global projects for Accenture in their UK and US based Strategy Practices working with corporate clients, NGOs and nonprofits with clients ranging from leading Financial Institutions to the United Nations.

“I’m honored to lead such a unique, dynamic and growing organization,” said Katy. “You don’t have to be a marathoner, or even a 5K runner, to feel the power of what we do on the morning runs—the community we build for individuals experiencing homelessness is the critical missing link and the reason why we’ve had such huge success in enabling our members to transition out of homelessness and maintain that transition.”

OUR OPERATING MODEL

Back on My Feet is one national 501(c)(3) nonprofit organization with chapters nationwide. Back on My Feet’s Headquarters manages the local chapters and provides overall strategic direction, program, marketing and operational guidelines. They also define growth strategy and provide functional services to the chapters including Human Resources, Finances, Data Management and Communications. This allows the local teams to focus on delivering their local program and building local relationships. This business model seeks to build a consistent and successful program, brand and experience in each chapter as well as benefiting from shared services and economies of scale.

“When you are homeless you feel like people don’t care and no one knows where you are, but Back on My Feet found us.” — Valerie, Philadelphia
2020 VISION

In early 2016, Back on My Feet completed a Strategic Plan to guide us in our mission over the coming years. Our 2020 Vision has four major objectives:

- **Deepen Programmatic Impact**
  - Enhance Workforce Development, Veteran and Youth 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
  - Expand FundRacing Program & Pilot New Fundraising Programs

- **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

Find Back on My Feet’s full strategic plan at [www.backonmyfeet.org/mission-vision](http://www.backonmyfeet.org/mission-vision)

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# NEWS AND PRESS

- **12.5.16** • PBS News Hour (WGBH Boston)
  'Back On My Feet': The Morning Run That Aims to Change Lives

- **11.4.16** • Newswire.FM’s Philanthrocapitalism
  Katy Sherratt interviewed by The Economist’s Matthew Bishop

- **10.10.16** • NBC Give
  Back on My Feet is featured with celebrity Blair Underwood on NBC’s Give

- **10.1.16** • Women’s Running Magazine
  “20 Women Who Are Changing The Sport Of Running (And The World)”

- **7.19.16** • New York Post
  “Running Saved Me from Homelessness”

- **6.1.16** • Fox29 News
  “Global Running Day with Back on My Feet Philadelphia”

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“"That first day, it kicked my butt. I am not a morning person, but that’s what I needed... to be a part of the community again.” — Remmy, Dallas
WAYS TO GET INVOLVED

RUNNING WITH OUR TEAMS
- Morning runs (5:30–6:00 AM Mon/Weds/Fri)
- Evening weekday runs
- Weekend training runs for members training for half marathons/marathons
- Community fun runs

PROGRAMMING SUPPORT
- Job Training Classes (curriculum provided by Accenture and other corporate partners)
- Financial Literacy Training (curriculum provided by local corporate partners)
- Health & Wellness Classes

LEADERSHIP ROLES
- Serve on our local Advisory or Young Professional Boards
- Board members drive the success of our organization through their time, financial support, expertise and connections

FUNDRAISING
- Run alongside our members at local races while raising funds to support the program
- FundRace and gain access to race entries for all major marathons/half marathons, local 5Ks/10Ks in all markets
- Sponsor a Back on My Feet race and get employees running and volunteering together

EDUCATIONAL BROWN BAG LUNCHES
- Hear an inspiring speech from BoMF leadership and local members on the profound impact of our program and how we help solve the challenges of homelessness

EVENT VOLUNTEER SUPPORT
- Join a planning committee or provide day of support for our local events such as annual Gala, BoMF race or Treadmill Challenge

I really enjoy my job; every aspect of it... Back on My Feet helped me find employment and reach so many goals I never thought were possible!” — James, Indianapolis
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