miles\textit{stones} \\ \textit{annual report 2010} \\ 15 Years of Opportunity: \\ Celebrating Milestones, One Success Story at a Time
To Our Supporters:

We are thrilled to present our 2010 Annual Report – “15 Years of Opportunity: Celebrating Milestones, One Success Story at a Time.” As we complete our fifteenth year of service, we are proud to look back and reflect on the success of our organization and on the achievements of the nearly 20,000 clients that have been served by our programs.

We crafted our tagline around three of the greatest accomplishments many of our clients face in their professional lives: finding a job, excelling at the workplace and achieving their career dreams. Our vision to support low-income and working poor populations at every step of their career path becomes more of a reality with every client who calls with news of a raise and with every story we hear of hope, happiness and self-sufficiency.

Take our 2010 Clients of the Year, for example. Rosa worked with a volunteer stylist who helped her pick clothes that were flattering and true to her personality. “When you feel good about what you have on,” Rosa tells us, “it gives you a sense of confidence.” After her experience at WFO, she began working for the Social Services Department in San Francisco. Upon completing Pathways, she decided to pursue a degree in human services; graduating in 2012 will be exactly what she needs to fulfill her dream of running a women’s recovery ministry.

Jackie Andrews graduated from Success Series in January 2010. A few short weeks after his first class, Jackie was promoted at his new job at Safeway. With a bit more financial security, Jackie turned his attention to fulfilling a long-time dream: working in the medical field. Jackie is now a certified nursing assistant and home care worker, and will be working at an East Bay nursing home in addition to his job at Safeway. We couldn’t be prouder of these two individuals; I encourage you to hear their struggles and successes first hand by watching the videos below.

Our organization has achieved many milestones over the course of its history - launching new programs, opening doors in new locations and growing to offer a suite of career services. Without your support, we would never have been able to reach these achievements.

Thank you for making 15 years of milestones possible. Here’s to celebrating many more in the years to come.

Vanessa G. Chan
Executive Director

Michelle Smith
President, Board of Directors

CLIENT OF THE YEAR VIDEOS

Rosa Asana, 2010 Female Client of the Year:
www.youtube.com/watch?v=kSgKuMjclKo

Jackie Andrews, 2010 Male Client of the Year:
www.youtube.com/watch?v=OqXMBMPqS4
Wardrobe for Opportunity works in partnership with the community to assist low-income individuals to “Find a Job, Keep a Job and Build a Career.”
When I started Wardrobe for Opportunity sixteen years ago, it was a mere idea, but one I believed was necessary. As a career counselor, I often wondered how the individuals I worked with could become successful if they weren’t able to make that important first impression. At the time, no other agency was providing image coaching for interviews, coupled with quality business clothing for low-income women.

So in 1995 we started WFO and by the end of its first year, we began to help low-income women look professional, feel confident and have hope for the future. Over the years, we have created programs that not only help people find jobs, but give them the power to make their own decisions, live a successful life, and ultimately, become self-sufficient.

With your support, we have worked towards the vision of helping our clients feel confident, inspired and hopeful. Along the way, we have reached amazing milestones, which you will find on this page.

With your continued support, we believe that anything and everything is possible.

### History

**1995**  
Jeri Foster’s vision becomes a reality - WFO is founded and the doors of our first location open.

**1998**  
Our clients are getting jobs! For continued support, we begin to offer Working Wardrobes.

**2001**  
Pathways is launched. To date, over 500 graduates have taken the next step towards success.

**2004**  
WFO moves its headquarters to downtown Oakland.

**2006**  
WFO hosts its first ever Style for a Steal event, offering our quality boutique merchandise to clients at an affordable price.

**2007**  
Interview workshops are launched, connecting our clients to the business community and to expert advice.

**2008**  
WFO opens a location in Concord, enabling us to extend our services to men and women in Contra Costa County.

**2009**  
The first ever Success Series class begins, offering participants classroom training, coaching and mentorship.

**2010**  
Our alumni program launches, giving clients extended support, financial literacy training and professional development resources...

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**milestones**

<table>
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<tr>
<th>Year</th>
<th>Event</th>
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</thead>
<tbody>
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</table>
...in 2010 wardrobe for opportunity celebrates 15 years of service, over 15,000 lives inspired and thousands of milestones...

With your continued support, we believe that anything and everything is possible.
Interview Wardrobes give clients a new look from head to toe, with the help of a trained personal stylist to find the right attire for their interviews.

Professional Image Workshops guide clients through what to wear, what not to wear and how to present themselves in a professional environment.

Interview Workshops hosted by corporate sponsors, give clients the chance to practice their interview skills with 3-4 professionals.

With the unemployment rate in the Bay Area at 9.9%¹, WFO gives clients the confidence and attire needed to be competitive and put their best foot forward.

Growing up with a visual impairment made life for Joseph Chow difficult. He struggled to read and excel as a student and not being able to drive limited his activities as an adult. The challenges Joseph faced prevented him from finding and securing employment: An avid technology fan, Joseph had the skills and education to excel in the field, but he lacked the confidence needed to make the right first impression. Unable to support himself, Joseph applied to the Stride Center, where he could begin his technology certification. Through the program, he was referred to WFO.

The experience of getting advice about what to wear to an interview was overwhelming for the 35-year old: “It was just like a department store, but at WFO they told me what would work on me and what wouldn’t. I felt confident in my clothes.”

With a new skip in his step, Joseph began attending our interview workshops. The opportunity to practice his interview skills with real professionals paid off: Joseph secured a job working at the Adaptive Equipment Store at the Lighthouse for the Blind. “The workshops and my suit helped me feel confident when I interviewed.” Joseph looks forward to continuing to expand his technology education at the Stride Center and is enrolling in Pathways for Men this summer.

“One day I’ll reach my goal of helping people with and without disabilities through informational technology.”
Pathways Participants graduate having learned to strengthen their communication and conflict-resolution skills and to lay a foundation to excel on the job.

Working Wardrobes give individuals an initial set of professional clothing to help them feel confident while on the job.

The first 90 days at a new job can be a challenge for many working poor employees. WFO offers a supportive transition to employment, preparing individuals for success at the workplace.

- 6 months after graduation: **82%** of Pathways graduates retained employment.
- 6 months after graduation: **26%** of graduates earned a raise.
- Over **95%** of working wardrobe clients maintained employment after the first 90 days.
Estranged from her family, 21-year old Stephanie Angeles' only support for most of her life was her grandmother - and once she had moved out, she felt alone and unmotivated. Two years after starting college, she quit, choosing to make money over completing school.

Her boyfriend, Jose Nuñez, wasn’t sure what he wanted out of life either. He took odd jobs after graduating from high school, but couldn’t commit to a career path. Then in November 2009, Jose received a tragic wake-up call: he was shot in the back by a man trying to rob him. The experience forced him to start thinking about the rest of his life.

It was in early 2010 that Jose and Stephanie heard about the Pathways program. Stephanie bonded with her female classmates, who inspired her to go back to school. She enrolled at Heald College and began working 35 hours a week as a technician at an oil change station. Stephanie is the first person in her family to go to college, and she’s looking forward to starting her career in criminal justice. She is dedicated to motivating at-risk youth in the same way that her fellow Pathways women motivated her.

Jose was inspired by the men in his class as well - “I would always look forward to my next class...I felt safe in that environment.” During the program, he was laid off from his mechanics job. Rather than take it as a failure, Jose took action: he enrolled in an electrician certification program. He took a temp job as a maintenance electrician and eventually moved to a permanent position with a $5 an hour raise. He loves the work and looks forward to graduating with his certification this summer.

Ask the enthusiastic couple what surprised them the most about the class and they’ll tell you how their relationship with each other got stronger. “He and I saw a change in each other.” Stephanie says, “And it helped our communication. They say the best place to practice your skills is in your home. Pathways taught us that.” Now Stephanie and Jose put their best foot forward in their personal and professional lives.
FIND A JOB. KEEP A JOB. BUILD A CAREER.

milesstones

stats

6 months after graduation:

- Graduates’ average annual salary increased by 9%.
- 98% of graduates reported having a high rate of economic self-sufficiency.
- Over 95% of graduates had a savings account.

Success Series incorporates classroom training, one-on-one coaching and mentoring, providing participants with the knowledge, skills and leadership to achieve personal and professional success.

WFO’s Alumni Program includes support circles, access to IDA accounts and affordable career coaching. WFO graduates connect with each other and share resources they need to advance their careers.

Style for a Steal Events are bi-annual events that give our clients the opportunity to supplement their career wardrobes and carry themselves with confidence by offering professional clothing at a low cost.

Despite being employed, 22% of households are below the self-sufficiency standard in the Bay Area. WFO programs provide participants with the self-confidence and career building tools needed to achieve economic self-sufficiency.
Four years ago, Toni Hunt Hines received the call every mother dreads: Her 20-year old son, who had never been in serious trouble in his life, had been murdered. Devastated and shocked by this tragedy, Toni and her family’s life began to unravel. Her marriage was on the rocks, her home went into foreclosure and grief left Toni feeling sad but determined to help herself.

When Toni heard about Pathways, she enrolled immediately. She was grateful for the compassion in the room: the energy gave her the power to be a stronger communicator, to truly hear others before responding. She was thrilled about the confidence and skill set each class provided. As a result, Toni landed her dream job as a Peer Parent Advocate Coordinator. By the time she graduated, Toni was hooked on WFO. She enrolled in the first Success Series of 2011. “I needed to manage people, not tasks. Success Series taught me to be less task-oriented.” When Toni received the news that her salary would be increased by nearly 10% annually, she knew she had herself and WFO to thank.

Success Series helped with more than just the raise: it helped her find a way to heal. Toni had always wanted to create a group that was focused on nonviolence, peace and unity. A four-year dream was finally becoming a reality: she had a set of steps to reach her goal and a concrete way to honor her son.

“Through WFO, I learned to use my grief as a platform for pursuing my passion in advocacy and youth leadership development, instead of as a barrier.” Toni takes care of others at her workplace and of children and youth as a volunteer at Coleman Advocates. And she’s finally taking care of herself: “I do yoga, I exercise and I’m doing this course. Success Series helped me learn about self-care and it’s helping me see that the answers were inside of me all along.”
**financials**

**Statement of Financial Position 2010**

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<th>Category</th>
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</thead>
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<td>Assets</td>
<td>879,976</td>
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<tr>
<td>Liabilities</td>
<td>30,020</td>
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<tr>
<td>Net Assets</td>
<td>849,956</td>
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**Statement of Activities 2010**

**Support & Revenue**

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<th>Amount</th>
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<tr>
<td>Unrestricted Donations</td>
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<tr>
<td>Unrestricted Grants</td>
<td>266,000</td>
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<tr>
<td>Restricted Donations</td>
<td>110,400</td>
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<td>Partnership Fees</td>
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<td>Special Events Net Revenue</td>
<td>114,980</td>
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<tr>
<td>Style for a Steal Events</td>
<td>12,968</td>
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<tr>
<td>Consignment Income</td>
<td>41,110</td>
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<tr>
<td>Gains and Interest Income</td>
<td>28,967</td>
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<td>Donated Income</td>
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<td>Total Support &amp; Revenue</td>
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**Expenses 2010**

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<td>Program*</td>
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<tr>
<td>Management &amp; General</td>
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<td>Fundraising</td>
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<td>Total Expenses</td>
<td>1,199,743</td>
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</table>

*This includes a write off of $166,000 as a result of cleaning out 6 years’ worth of unusable clothing and accessories from our storage, which we then donated or recycled.*
partners

GOLD
Alameda County Social Services
Goodwill-San Francisco Ramp Program
SF Conservation Corps
The Stride Center

SILVER
Bonita House
Carrington College California-San Leandro Site
Goodwill Homeless Services-Oakland
Inter-City Services, Inc.
Oakland Housing Authority
Shelter, Inc.

STANDARD
Alameda Co Assoc Community
Action Program (ACACAP)
Alameda Point Collaborative
America Works
American Indian Child
Resource Center
Arriba Juntos
Berkeley Youth Alternatives
Beyond Emancipation
Biotech Partners
Center for Adaptive Learning
Chrysalis
Civicorps School
College of Alameda One Stop
Coro Center for Civic Leadership
Department of Rehabilitation
East Bay Community Recovery Project
Everest College-Hayward
First Place for Youth
Heald College-Concord
Heald College-Hayward
Heald College-San Francisco
Heald College-San Jose
Intensive Job Readiness Training
Program-San Francisco Goodwill
Independent Living Skills
Program-Contra Costa County
Martinez Adult Education
Michael Chavez Center
Oakland PIC
Social Services Agency Oakland PIC
STAND Against Domestic Violence
Students Rising Above
Swords to Plowshares
The Bread Project
Tri-Valley Regional Occupation Program
Volunteers of America-Bay Area
Workforce Collaborative
Year Up
FIND A JOB. KEEP A JOB. BUILD A CAREER.

Angel Investors -
WFO's Angel Investors make a significant contribution in order to ensure the long-term sustainability and impact of our organization. We thank them for helping us to continue working towards a vision of economic self-sufficiency for every individual in the Bay Area.

Guardian Circle -
Wardrobe for Opportunity's Guardian Circle is a special group of our supporters who are committed to assisting individuals on their path to economic self-sufficiency.

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Volunteers of The Year, 2010

2010 Female Volunteer of the Year:
WFO is fortunate to have Carmen Santisteban’s dedication for over two years. Carmen volunteers nearly every single week as a stylist and creates a welcoming environment for all clients. Her time spent at WFO includes a long list of roles. She has brought friends and family to WFO, volunteered at our events, hosted wardrobe drives, is interested in promoting all of our programs (and even has participated in Pathways), and has championed for WFO with her own company! Carmen is a true supporter of WFO across all levels.

2010 Male Volunteer of the Year:
Jay Tennenbaum came to WFO after reading a piece in Diablo Magazine about the prestigious Threads of Hope Award given to one of our volunteers. Over a year later, he is still going strong. Styling nearly every week, Jay is an amazing addition to our professional image program. He is a team player-always pitching in to help out where help is needed. He can make every client feel at ease and gives them the confidence boost they need. In 2010, Jay became a member of our Advisory Board. He is a strong supporter of WFO and you will see him with his family, attending our events and much more.

Volunteer info:
WFO hosts nearly 200 volunteers from Alameda and Contra Costa counties who work across the organization as evaluation experts, boutique managers and mentors. These individuals are the backbone of the organization and ensure that we are able to serve thousands of clients every year. Our volunteers include program alumni who return to the organization to give back.

Stats:
Since 1995, over 80,000 volunteer hours have been given to WFO.
Our 2010 volunteers contributed over $170,000 to our organization through over 8,000 hours of donated time.
### 2011 Board of Directors
- Sue Guy, Chief Human Resources Director
  Fred Finch Youth Center
- Guy Hadnot, Product Development Manager
  AAA
- Colleen Rinehart Murray, Vice President Software Development
  Oracle
- Michelle Smith, President
  Director of Operations
  Washington Township Medical Group
- Jeanne Van Shuff, CPA, CVA, Treasurer
  Burr, Pilger, and Mayer, LLP
- Vanessa Chan, Executive Director
  Wardrobe for Opportunity

### 2011 Advisory Board
- David Olson, President
- Mark Gaskins, Vice President
- Heidi Crouch, Secretary
- Linda Bennett
- Susan Chritton
- Donna Darling
- Jan de Urioste
- Sue Green
- Nick Horn
- Joan O'Reilly
- Jay Tennenbaum
- Jill Walker
- Sandy Woehl

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  Manager, Corporate Partnerships & Events
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- Sunny Suppa
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