



# THE **PLAY** INITIATIVE



A 18-month strategic initiative focused on strengthening the foundation of the organization for the future.





# SUMMARY

Mariposa Kids successfully survived a global pandemic with the support of the families and staff, and was able to fully reopen for in-person learning in the 2021-22 school year. Through sound fiscal policy and budgeting, Mariposa Kids found itself with a healthy reserve in 2021 for the first time in recent history. In the spring of 2022, the Board of Directors approved a "Designated Operating Reserve Policy" to support strategic business practices while balancing sound fiscal needs like cash flow and reduced borrowing needs. At this time all of our fiscal commitments, obligations, and other contingencies are met and we carry no organizational debt.

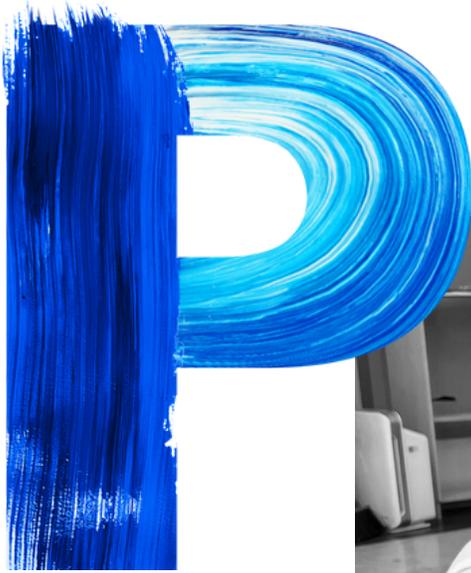
This policy also outlines what excess reserve levels are for Mariposa Kids. In spring 2022, a quarterly analyzation by the Executive Director and Board determined that excess reserves sat in our accounts and a strategic use of the funds would need to be explored. In summer 2022, the Board of Directors agreed upon **The P.L.A.Y. Initiative** to mobilize the excess reserve funds into action for the future well-being and growth of the organization. This initiative centers the Mission, Vision & Values of the organization and focuses itself around the concept of strengthening our foundation so that we are able to increase our community impact in 2023 and beyond with key goals that include:

- Understanding our community impact and deepening its value proposition
- Strengthening our core business practices
- Preparing our organization for growth and broader community impact

This initiative takes on four key areas to address these goals:

**P**rograms  
**L**eaders  
**A**nalyses  
**Y**ears ahead





# PROGRAMMING

The impact our After-School Program and Summer Camps has on children who attend each year needs to be measured to allow for informed decision making on future strategy, changes to program quality, and expansion of services. Additionally, our organization needs to have a clearer idea of what impact our programs have on children and their families so we are in a strong position to communicate these positive impact areas to new families, community partners, and funders. Through evaluation processes, we can also find gaps in service to improve our offerings to children, the community, and improve our overall efforts to carry out our mission.

Historically, Mariposa Kids has done little in the area of data collection, impact goal setting, and program evaluation. Investing in the establishment of these practices will help secure long term sustainability and viability. It will also position the organization to gain valuable resources to support growth, reach more families, and better impact the field of education and out-of-school time programming.

Through collaboration with administrative staff, board members, and consultants, we expect to implement a process for program evaluation in 2023 that includes partnership with both the children and families we serve in our programs.





# LEADERS

The field of education is in dire need of new professionals to fill open positions in organizations now and the expected increase in demand in the near future. Supporting upcoming professionals in the field of education and childcare is a valuable investment for educational institutions and community based organizations.

To help the field of education by providing hands-on experience to upcoming education and childcare professionals, Mariposa Kids is launching "Leaders of the Future." This program prioritizes the hiring of individuals pursuing a degree or recently graduated with a degree in an education related field. Our program will provide financial support to these individuals beginning after a year of successful service with our organization.

Employees can receive up to \$5,250 in education assistance as a tax free fringe benefit based on current tax regulations. This assistance can be used by current students to pay for tuition, textbooks, fees, and supplies (not kept at the end of a course) and pay down student loan debt for graduated individuals. Education assistance cannot be used to pay for lodging, transportation or meals. (IRS Publication P15b)

In addition to financial fringe benefits, "Leaders of the Future" will also provide opportunities for letters of recommendation and community connections for participating individuals.





# ANALYSES

Mariposa Kids' administrative structure has been put together over the years by different leadership who were also managing pandemic response and staffing deficiencies which reduced capacity to evaluate the structural health over time. While the overall structure is sound, it has not undergone analysis to ensure updated standards are met.

The landscape of human resources federally, statewide and within San Francisco changes on a regular basis. With a desire to attract quality talent and build out our team in the future, it is important that our human resource practices are in compliance with current mandates. Bringing in expertise to analyze items like our employee handbook, safety protocols, insurances, and overall human resource practices will allow us space to make thoughtful changes rather than reactive changes in moments of crisis.

Extensive work has been done to bring our financial practices to a quality position. While not required to be audited, we believe our books are in a sound place. To position Mariposa Kids in a place where the budget can grow efficiently and effectively, conducting analyses of prior spending can help create systems best suited for future growth. Working with experts, a financial analysis will allow us to properly forecast budgets for upcoming years and program growth.





# YEARS AHEAD

Our clubhouse on James Rolph Jr. Park is at its capacity of service and yet the need in our community for care during out-of-school time hours outpaces the supply of spots for children. Mariposa Kids can be well positioned to take on this gap with focused strategy that keeps children and families at its center while also activating more public spaces in the city.

The years ahead for Mariposa Kids will include more involved administrative systems and staffing, as well as more complex logistics that come with overseeing multiple sites. By being thoughtful about this trajectory now, we can do it in such a way that programs can remain stable and staff can feel supported. Investing in updates to systems and staff trainings will prepare us for this.

As we look to building the infrastructure of the organization to support the years ahead, we will need to also invest in some key technologies and supplies that will allow staff to execute on our plans for growth and impact. And while some of these costs will need to be renewed in the future, the initial investment in infrastructure will improve efficiencies that will allow our team to expand impact and focus on the upward trajectory of our organization.



# PLAY



## COSTS & TIMELINES

The P.L.A.Y. Initiative kicked off in July 2022 and will run through December 2023 for a total of 18 months. Some areas being addressed will continue beyond this timeline like Leaders of the Future, if it proves successful and sustainable. Some initiatives may be repeated like HR analysis on a more regular basis in the future. Staff time to carry out programmatic elements and implementation is accounted for within this budget.

### EXPENSES

- P : \$10,000 for consultants and staff time
- L : \$15,000 for launch of Leaders of the Future
- A : \$5,000 for HR and finance analyses
- Y : \$5,000 for technology, infrastructure, trainings

**TOTAL P.L.A.Y. BUDGET: \$35,000**

### REVENUE STREAMS

- \$25,000 - Spend down reserves
- \$5,000 - Fundraising from FY22
- \$5,000 - Fundraising from FY23

**TOTAL P.L.A.Y. REVENUE: \$35,000**

### ESTIMATED TIMELINES

- P : Begin work in September 2022 and complete by June 2023
- L : Establish in October 2022 and ongoing investment
- A : Begin work in September 2022 and complete by December 2022
- Y : Begin work in August 2022 and complete by Q3 of 2023



# PLAY



## NEXT STEPS & SUPPORT

Mariposa Kids' vision is vibrant communities that support the social emotional growth of all children through friendship and play. In the years ahead, Mariposa Kids will work towards making this vision a reality by expanding direct services to more children and families through the opening of new centers. We believe serving the field of passionate adults that care about quality service to children will help in this effort and the hands on experience of our programs for upcoming professionals will leave expansive and lasting talent in the community to serve in schools, community organizations, and public institutions.

The P.L.A.Y. Initiative will help get us there, but it requires the support of individual donors and foundations. Our Board of Directors has committed \$25,000 of our reserves to kick off this strategic initiative which will be restricted in part to covering all costs related to infrastructural and technology elements of this initiative (think of it as the "Y" of P.L.A.Y. being covered by the board). This means that all dollars donated will go towards the P.L.A. of the P.L.A.Y Initiative.

When Mariposa Kids opens its doors to children and families, caring relationships are built between them and staff. We know how valuable these relationships are to families and how the sense of community at Mariposa Kids is one of our best benefits. Our posterity is vital to supporting these relationships and the community at large.

Your commitment in these efforts will ensure we can support the talent needed to care for children, and have the infrastructure and quality programs to meet the needs of the future in San Francisco. Together, we can create more safe spaces for free play in the community for all kids in our city during their out-of-school time.



***It's time to P.L.A.Y.!***



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