



5 Buckets Foundation
Teaching Financial Literacy

Strategic Plan

2022-23

Adopted on September 29, 2022

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Our Vision

We envision a world where all people have the financial education to build a successful future.

Our Mission

Our mission is to provide quality financial literacy education and tools for those starting their personal financial journey.

Our Values

Collaboration: We work with like-minded organizations and individuals to extend our reach and impact.

Quality: We hold ourselves to a high standard of excellence, adhering to National standards.

Transparency: We are open and honest in our communication both internally and externally.

Innovation: Our programming not only reflects and adapts to current situations and needs of our students, but does so in an engaging, fun, and relatable way.

Impact: We provide the knowledge and tools to give each of our students the opportunity to create a brighter financial future.

Keys to Success

- ❖ Clarity of our mission
- ❖ Power of our core values
- ❖ Quality of our team
- ❖ Generosity of our benefactors
- ❖ Positive outcomes of our programs

Who We Serve

Youth and adults at the start of their personal finance journey, with a focus on people of color and low-income or underserved communities.

Our Programs

What We Do

Provide a base-level of knowledge through a 90-minute introductory-level curriculum that is culturally relevant, engaging, and fun.

How We Do It

Staff members work as connectors and facilitators to find schools and nonprofits (“community partners”) to provide services to, and banks/firms (“corporate partners”) to train volunteers from.

Our Goals

Mission in Action: Leverage Partners and Volunteers to Deliver Programs

Fundraising: Raise Money to Support Mission with New and Existing Donors

Awareness: Promote 5B Foundation, People and Offerings

Operations: Build a Strong Organization

Curriculum: Provide Thoughtful, Impactful Curriculum

Outcomes

- ❖ 5 Buckets will establish itself as a regional leader in financial literacy education.
- ❖ 5 Buckets will have well-established corporate, individual, and philanthropic relationships, and effective fundraising pipelines.

Background

Organization History

Steve Mayer founded the Five Buckets Four Shovels Foundation in 2018 to provide financial literacy programming, together with his books *Five Buckets, Four Shovels, a Beach and a Map* and *Adulting 101*. For the first year the Foundation offered one-off, one-hour webinars on topics such as Budgeting, Credit & Debt, Savings, Taxes, or Financial Statements. Presentations were offered by SDM Staff volunteers (mainly Dan Rush and Cody Martin). Presentations were given mainly to schools local (Menlo High School, Cal Poly), and also businesses such as Alaska Airlines. ([Full list of presentations given](#)). In addition to the difficulty of organizing these workshops without a clear goal of who we were trying to serve, also, the scattershot nature of topics presented were a challenge.

In 2021, we worked with a professional curriculum consultant, Connor Krone, to create a 5-module curriculum. Krone graduated with a MA in Education from University of Pennsylvania, and had previously created financial literacy curricula for The Academy, Boy Scouts of America, and UC Berkeley; organized a financial education conference for Bank of the West; and founded his own student loan support nonprofit Money Study where he worked with Federal Reserve Bank of San Francisco. This curriculum was developed to provide 5 different, important topics of financial literacy knowledge, covering entry-level financial literacy curriculum, scaffolded (each lesson grows upon the content before) for a better understanding of financial literacy topics and increased feelings of financial empowerment. Staff spent considerable time tweaking the curriculum after it was delivered by Connor, mainly re-working the first module to include the psychology of money (in line with their training). The modules include:

- Module 1: Foundations of Personal Finance – This introductory lesson covers our three foundations of personal finance - emotional spending and the psychology of money; pitfalls and opportunities of paychecks and earning; and the critical importance of budgeting.
- Module 2: Credit/Debt – We are a credit-based economy, and understanding the basics of credit and debt is critical. Students will learn different “good” and “bad” types of credit, and be able to understand APR and credit scores.
- Module 3: Student Loans – Second to credit cards, student loans are the most common form of debt. We review the options for education financing, including practical advice for completing the Free Application for Federal Student Aid (FAFSA).
- Module 4: Insurance – As financial security grows, how do we protect the assets we've created? From car to life to even pet insurance, insurance is an important way to protect yourself and is an often overlooked component to personal finance. Students will cover the basics of insurance and the risks that come with not owning it.
- Module 5: Investing – Once someone has savings, has cleared their debt, and is prepared for future life risks, it is time to “make your money work for you” via investing.

Students will learn about stocks, risks, and practical tools for managing investments including growing your retirement accounts.

The new curriculum debuted in August 2021 with the California Independent Booksellers Association. Workshops were given to schools (Finance clubs at Santa Clara and Cal Poly), and local nonprofits (Larkin Street, YWCA, Junior Giants). Module 1 was by far the most popular (14/17 workshops), Module 2 and 5 were the other two most popular, and we have never presented 3 or 4 (Student Loans and Investing).

Given this feedback and continued learning, in 2022 with the transition of Yasi from the Executive Director position, the Board undertook a strategic planning process to further improve and focus our mission, vision, target demographics, and program offerings.

Board and Staffing

In 2018 Yasi Agah was working as a Marketing Intern at SDM after graduating from Cal Poly. Steve Mayer asked her to “help file paperwork” for a new 501c3 nonprofit, the Five Buckets Four Shovels Foundation. Paperwork was filed November 2018 and accepted in February 2019. In July 2019 Yasi transitioned to the role of Program Director of the Five Buckets Four Shovels Foundation as a full-time role, under SDM. She spent 80% of time on Five Buckets, and 20% of time as the Engagement Coordinator for SDM, scheduling team retreats and engagement activities.

In September 2019 Yasi attended a workshop on grant writing presented by Julie Barton, and reached out to see if Julie could help with grant writing for the organization. Upon connecting, Julie and Yasi realized that before the organization could be competitive in applying for external funding, there was work to be done on program development and evaluation, and other nonprofit best practices (Board of Directors governance, etc). Julie started as a part-time consultant in November 2019, working part-time in that capacity ever since (and also working as Interim Executive Director in May, June, and July 2022).

Both Yasi and Julie received their financial literacy educator certifications in 2021. Yasi studied for and received her credentials as a “Certified Educator in Personal Finance” from [Fincert.org](https://www.fincert.org/), and Julie completed a course of training and received a “Certified Educator in Personal Finance” from the [National Financial Educators Council](https://www.nfce.org/).

During the summers Five Buckets have had intern help from Bradley Brewseter, Maggie Ng, Bin Chen, and Natalie Morean. Most recently, Anna Tait interned for the Foundation in Summer 2022.

In January 2022, Yasi notified the Executive Committee of the Board of Directors that she planned to step down in the coming months and move to New York City. The Executive Committee met and decided to approach new Board Member Victoria Terheyden to see if she would be interested in taking on the role, and she began her role of CEO in July 2022.

Strategic Planning Retreat and Process

In late 2021, the organization decided to embark on a strategic planning process, hoping to complete a strategic plan by the start of the new fiscal year, July 1 2022. However, in January 2022 Executive Director Yasi Agah announced she would be leaving the Foundation sometime in the Spring. While the Board of Directors began a search for the next Executive Director, movement did happen on strategic planning, with facilitator Molly Wertz hired. Molly worked with Yasi and Julie to prepare for an April Board Strategic Planning Retreat, based on the framework of David La Piana's "[The Nonprofit Strategy Revolution](#)." Yasi and Julie prepared many documents and overview materials for the retreat, which were shared with the Board in advance (including a quick "[cheat sheet](#)" with some key concepts and links to important documents).

The retreat day itself ran from 8am to 2pm, and while the group did not get through every exercise, it was deemed a great success. Crucially, this was the first time the Board met in person, and it was important for time to be spent networking and getting to know each other.

After the April retreat, the Board Strategic Planning Committee met a number of times throughout the summer (April 22, May 16, June 6, June 20, July 11, and August 15th). They prepared recommendations for the full board to consider at Ad Hoc strategic planning meetings, held June 21, July 20, and August 26th, where most of the new strategic plan (mission, vision, etc) were discussed and decided.

Mission, Vision, Values

The strategic planning process which kicked off in April 2022 continued throughout summer 2022, and together the Board of Directors co-created and implemented the following:

We **envision** a world where all people have the financial education to build a successful future.

Our **mission** is to provide quality financial literacy education and tools for those starting their personal financial journey.

Collaboration: We work with like-minded organizations and individuals to extend our reach and impact.

Quality: We hold ourselves to the highest standard of excellence, teaching to Jumpstart and Council for Economic Education's national financial literacy standards.

Transparency: We are open and honest in our communication both internally and externally.

Innovation: Our programming not only reflects and adapts to current situations and needs of our students, but does so in an engaging, fun, relatable, and accessible way.

Impact: We provide the knowledge and tools to give each of our students the opportunity to create a brighter financial future.

The Formula for our success will be the:

- Clarity of our mission
- Power of our core values
- Quality of our team
- Generosity of our benefactors
- Relentless accountability
- Constant innovation of our programs

Programming Overview and Key Terms

Key Stakeholders

Learners

Those who attend a 5 Buckets workshop, whether or not they are studying at school. Learners are **brought to us by our...**

Community Partners

Schools and nonprofits with access to diverse, underserved populations, yet **are different from our....**

Corporate Partners

Companies such as CPA firms, banks, or other financial institutions, who provide sponsorship and **commit to providing funding and...**

Volunteer Educators

Volunteers from Corporate Partner organizations who have completed our train-the-trainer program and facilitate workshops provided to our students.

Programming Focus

Financial Literacy

The level of aptitude in understanding **personal finance**. It often refers to awareness and knowledge of key financial concepts required for managing personal finances.

Personal Finance refers to the tools, strategies, and know-how of an individual to manage their money in the short-term and long-term to achieve financial goals.

As defined by the World Bank

As opposed to...

Financial Capability

The ability of consumers to use the acquired financial literacy to make better informed decisions about managing their finances. This encompasses the knowledge (literacy), attitudes, skills, and behaviors of consumers regarding understanding, selecting, and using financial services and the ability to access financial services that fit their needs.

As defined by the World Bank

Key Terms

“Fun Name”	Our introductory workshop, 90 minutes, 101-level “kitchen sink” introduction to personal finance.
Workshop	Often led by a facilitator, a workshop is an interactive method of learning material. We do not offer a “presentation” or “webinar,” which is a passive one-way direction of knowledge transfer, with the leader talking at attendees.
Standards / Standards-based	A way to differentiate our programming quality by basing it on industry standards.
Financial Literacy Standards	5 Buckets aligns to the most widely used standards, which are jointly created by Jumpstart and the Council for Economic Education.
Learners	Those who are participating in/learning from a 5 Buckets workshop (often truly “students” in that they are still in school, but could also be young adults)
Train the Trainer Program	The model by which we systematically train volunteers from Corporate Partners to deliver our curriculum to our Learners.

Looking Forward: Operations Plan

Goals & Key Indicators of Success

1	<p>Mission in Action: Leverage Partners and Volunteers to Deliver Programs</p> <ul style="list-style-type: none">• Secure 10 partners (schools, nonprofits, or corporations)• Train 15 volunteers• Deliver 5 Buckets curriculum to 150 people by Dec 31
2	<p>Fundraising: Raise Money to Support Mission with New and Existing Donors</p> <ul style="list-style-type: none">• Raise \$100,000 by December 31, 2022• Add 30 new donors• Launch 1 new fundraising event• Confirm 3 corporate partners / sponsors at the \$10,000 - \$25,000 level• Apply to 5 new grants (one/month)
3	<p>Awareness: Promote 5B Foundation, People and Offerings</p> <ul style="list-style-type: none">• Place 5 non-paid media stories, including one on tv!• Increase digital and marketing outreach• Secure 1+ partnership from BDO relationship• Codify key messages around 5 Buckets organization and offering
4	<p>Operations: Build a Strong Organization</p> <ul style="list-style-type: none">• Add one additional 5 Buckets staff person• Recruit 2 new board or committee members in new demographic• Create operations and professional development plan
5	<p>Curriculum: Provide Thoughtful, Impactful Curriculum</p> <ul style="list-style-type: none">• Finalize and present 90-Minute introductory-level curriculum• Present pilot of Veterans curriculum• Post five short videos based on sub-topics of introductory-level curriculum

Execution Overview: Goals, Strategies, and Indicators of Success

The below Operations Plan was created to provide an overview of how we will formulate, analyze and execute operations and create efficiencies in order to achieve broader organizational goals.

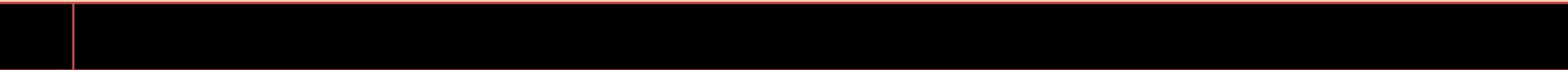
Goal I: Mission in Action: Leverage Partners and Volunteers to Deliver Programs	
5 Buckets will have a significant pipeline of corporate and community partners to deliver its programs.	
Strategy 1: Aggressively recruit corporate and community partners	
<i>I n d i c a t o r s</i>	Corporate Partnership Development
	<ul style="list-style-type: none"> ● 5 partners secured
	<ul style="list-style-type: none"> ● Corporate Partners Top 50-100 pipeline developed (banks, CPA firms, professional services)
	<ul style="list-style-type: none"> ● Criteria for Corporate Partner identified (size or organization, alignment with professional credentialing, etc.)
	Community Partnership Development
	<ul style="list-style-type: none"> ● 5 partners secured (schools, nonprofits, or community organization)
	<ul style="list-style-type: none"> ● Community Partner Top 25 pipeline identified
	<ul style="list-style-type: none"> ● Criteria for target Community Partner identified (size of organization, mission, and number of students served)
Strategy 2: Launch volunteer training and volunteer-led program delivery	
<i>I n d i c a t o r s</i>	Train the Trainer Module Implemented
	<ul style="list-style-type: none"> ● Train the Trainer Curriculum completed

i c a t o r s	<ul style="list-style-type: none"> ● 15 volunteers trained
	<ul style="list-style-type: none"> ● All procedures for volunteering codified
	<ul style="list-style-type: none"> ● Feedback collected from volunteers on program and training modules
Strategy 3: Deliver Curriculum to Target Audiences	
I n d i c a t o r s	Fall Programs Launched
	<ul style="list-style-type: none"> ● 5 Buckets workshop given to 150 people by Dec 31, 2022
	Improved Methods for Program Evaluation
	<ul style="list-style-type: none"> ● All participants surveyed for feedback, and marketing data
	<ul style="list-style-type: none"> ● Student info (18+) added to outreach database
<ul style="list-style-type: none"> ● Feedback gained from corporate partners on impact on employee engagement 	

Goal II: Raise Money to Support Mission with New and Existing Donors

By December 2022, 5 Buckets will raise \$100,000 and will have well-established corporate, individual, and philanthropic relationships, and effective fundraising pipelines.

Strategy 1: Determine best fundraising practices and criteria for growth



I n d i c a t o r s	Enhanced Research Methods
	● Top 100 List of donors created with ratings of capacity (individuals, corporations, and foundation)
	● Increase donor notes in database
	● Top 25 prospects developed for Bank and Accounting firm partnerships
	Increased Institutional Knowledge of Fundraising
	● Workshops attended on best practices in fundraising
	● Research on local philanthropic landscape in the financial literacy space
● Training for Board and Development Committee members	

Strategy 2: Ensure sustainability with diverse funding streams



I n d i c a t o r s	Increased Fundraising Activities
	● End of year campaign executed, and spring campaign planned
	● 1 new fall fundraising event, and a winter event for Youth Advisory Council

o r s	<ul style="list-style-type: none"> • Corporate Partnerships with at least 5 businesses
	<ul style="list-style-type: none"> • Grants strategy implemented to net \$60,000
	<ul style="list-style-type: none"> • More frequent stewardship outreach to Top 100

Strategy 3: Enlarge donor base and increase engagement



I n d i c a t o r s	<i>New and Recurring Donor Targeted Outreach</i>
	<ul style="list-style-type: none"> • 30 new donors added to database by calendar year-end
	<ul style="list-style-type: none"> • 10 new recurring (monthly) donors
	<ul style="list-style-type: none"> • Monthly newsletter includes stewardship focus
	<i>Additional Grants</i>
	<ul style="list-style-type: none"> • 5 new grants applied to (one per month)

Goal III: Promote 5B Foundation, People and Offerings

5 Buckets will establish itself as a regional leader in financial literacy education.

Strategy 1: Increase awareness of 5 Buckets Foundation



I n d i c a t o r s	Enhanced Online and Digital Presence
	<ul style="list-style-type: none">• Updated website with refreshed look and feel, and targeted content
	<ul style="list-style-type: none">• Social media content strategy and calendar launched
	<ul style="list-style-type: none">• 200 Social media followers added on LinkedIn and Instagram
	<ul style="list-style-type: none">• 100 subscribers added to e-newsletter, and 10% increase in open rate
	Expanded Video Content
	<ul style="list-style-type: none">• Develop short video content highlighting basics of personal finance
	<ul style="list-style-type: none">• Develop general 5 Buckets promotional video
	Increased Non-Paid Media Opportunities
	<ul style="list-style-type: none">• 5 Placements/opinion pieces highlighting 5 Buckets Program or partnerships, including 1 tv, in business, education, or wellness/lifestyle publications

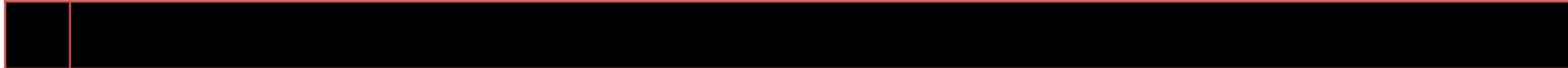
Strategy 2: Connect 5 Buckets to local, state and national conversations about financial literacy



I n d	Increased Opportunities at Multiple Levels
	<ul style="list-style-type: none">• Meetings with key organizations in the financial literacy education space

i c a t o r s	<ul style="list-style-type: none"> ● National or state conference attendance
	<ul style="list-style-type: none"> ● Staff presence at local trade organizations
	<ul style="list-style-type: none"> ● BDO conference presentation
	<ul style="list-style-type: none"> ● Social media content to support these conversations

Strategy 3: Promote 5 Buckets Board Members and Staff



I n d i c a t o r s	Increased Non-Paid Media Opportunities for Board
	<ul style="list-style-type: none"> ● 5 profiles in alumni or trade publications
	Increased NonPaid Media Opportunities for Staff
	<ul style="list-style-type: none"> ● Media expert positioning in financial, education and wellness-focused publications for Executive Director, Founder, and others
	<ul style="list-style-type: none"> ● Three speaking opportunities or panels
	<ul style="list-style-type: none"> ● 2 profiles in alumni or trade publications

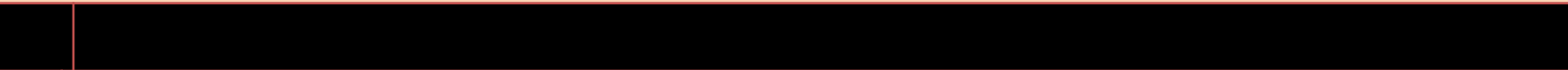
Strategy 4: Codify Key Program and Organizational Offerings

I n d i c a t o r s	Refined Message Development
	<ul style="list-style-type: none">● Core document highlighting what makes 5 Buckets unique
	<ul style="list-style-type: none">● Education with Board
	Impactful Materials
	<ul style="list-style-type: none">● Yearly impact report created
	<ul style="list-style-type: none">● Relevant, expertly branded multimedia (videos, one-pagers, social content) developed about key programs, offerings, and people

Goal IV: Operations: Build A Strong Organization

5 Buckets will pursue growth and execute best practices in nonprofit management.

Strategy 1: Grow size of organization



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Increased Board Diversity

- 2 new board members added in new demographic as defined by Board (law, education, etc.)
- Expanded pipeline and procures for adding non-board members to committees

Expanded Personnel

- One additional full-time employee added

Strategy 2: Pursue operational excellence



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Improved Operational Processes

- Monthly and yearly calendar for operations established
- Codify all processes and procedures for employees and volunteers
- Systems created to effectively track community and corporate partner pipeline

r s	Enhanced Education and Training
	<ul style="list-style-type: none"> Professional development and mentorship plan for Executive Director
	<ul style="list-style-type: none"> Board trainings on best practices

Goal V: Curriculum: Provide Thoughtful, Impactful Curriculum	
5 Buckets will provide an empowering experience for students and fill an urgent need in the landscape.	
Strategy 1: Expand curriculum offerings	
I n d i c a t o r s	New Curriculums Launched
	<ul style="list-style-type: none"> New 90-Minute introductory-level curriculum finalized and presented to 150 students
	<ul style="list-style-type: none"> Veterans curriculum launched
	<ul style="list-style-type: none"> Five short videos created on sub-topics of introductory-level curriculum
	Continuous Evaluation of Landscape

- Ongoing research completed on additional segments of “beginning personal financial journey”; programs evaluated including for parents / teachers / other adults connected to students
- Competitor research completed quarterly (general research and in person conversations)

Strategy 2: Identify and refine evaluation methods



I n d i c a t o r s	Enhanced Survey Tools
	<ul style="list-style-type: none"> • Easy-to-implement survey and evaluation tools
	<ul style="list-style-type: none"> • Best practice research understood on survey effectiveness and program impact
	Increased Partner and Volunteer Feedback
	<ul style="list-style-type: none"> • Feedback from by volunteers about program implementation, including surveys
	<ul style="list-style-type: none"> • Qualitative and quantitative responses by students about programming
	<ul style="list-style-type: none"> • Program evaluations completed by all partners