



Strategic Plan 2020-2024





MISSION

Working Solutions is the *First to Believe* in start-up and early-stage businesses by providing diverse entrepreneurs with affordable capital, customized business consulting, and community connections to increase economic opportunity in the San Francisco Bay Area.



VISION

Working Solutions envisions a future where all small business owners are empowered with credit choices, are financially resilient, and strengthen the local community through entrepreneurship.



CORE VALUES

- Economic opportunity for the underserved
- Transparency, integrity, and respect for all
- Significant social impact



Photos from top to bottom:

Maria Palacio, CEO and Co-Founder, Progeny Coffee

Patty Rodriguez, Founder, SF Parking (credit Scott Strazzante)

Khalid Almaznai, Founder, Tiburon Belvedere Taxi (credit Tamisie Honey)

GOALS



- 1** Deliver clear and compelling impact that builds on the organization's historic strength of client-level service to an expanded focus on community-level change.
- 2** Expand the organization's reach to more underserved entrepreneurs in the nine-county San Francisco Bay Area with increased loan volume and improved alignment with partners.
- 3** Build on the organization's existing financial strength to deliver exceptional long-term financial performance.
- 4** Increase and diversify the organization's loan capital pool to meet the credit needs of underserved communities.
- 5** Enhance operational excellence through continued process improvements, staff development, and increased application of technology solutions.

Photos from left to right:

*Brenda Buenviaje, Chef Proprietor, Brenda's French Soul Food
(credit San Francisco Business Times)*

GW Chew, Founder and Chef, Something Better Foods

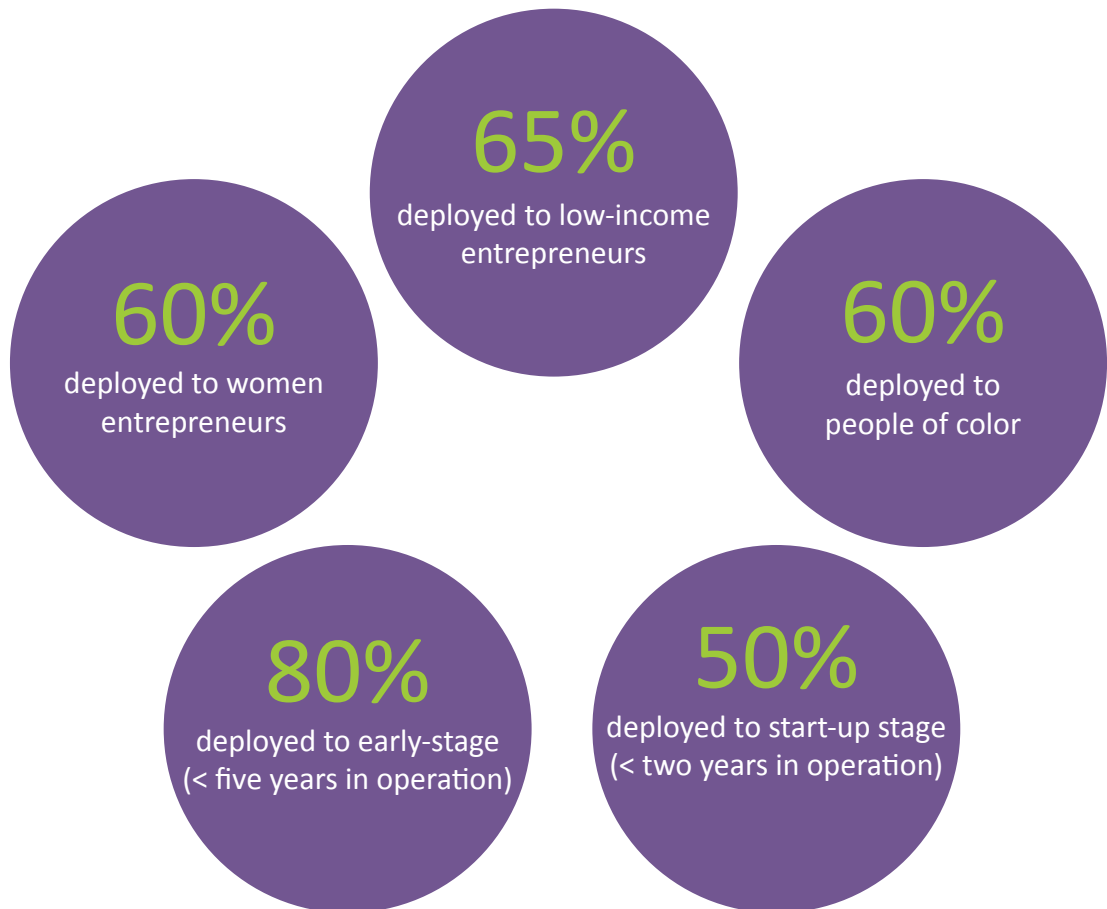
Nona Lim, Founder, Nona Lim

KEY OBJECTIVES

GOAL 1

Deliver clear and compelling impact that builds on the organization’s historic strength of client-level service to an expanded focus on community-level change.

- 1.1 Increase start-up and early-stage small business ownership by deploying \$50 million in loan capital by 2024 with a focus on underserved communities in the following categories:



1.2 Increase small business owners' ability to access capital through increased credit capacity and positive change in client credit scores within one year of engagement

1.3 Increase income generated by small business owners as measured by:

- Increase in borrower's adjusted gross income against annual cost of living adjustments
- Increase in borrowers who have health insurance for themselves, their families, and employees

1.4 Increase assets held by small business owners as measured by the change in amount of business savings

1.5 Increase local small business growth and/or retention as measured by the survival rate of businesses past the first three years and the ongoing rate of entrepreneurship past the first three years



Photos from left to right:

Rubie Campbell and James Austin, Co-Founders, Nigella SF

Koji Kanematsu, Founder and CEO, Onigilly (credit Tamisie Honey)

Tadesse Haile, Owner, Oasis Cafe (credit Tamisie Honey)

GOAL 2

Expand the organization's reach to more underserved entrepreneurs in the nine-county San Francisco Bay Area with increased loan volume and improved alignment with partners.

- 2.1 Increase annual deployment from 150 to 400 microloans in the nine-county San Francisco Bay Area by FY2024
- 2.2 Enhance communications to improve clarity about product offerings
- 2.3 Identify and develop partnerships with mission-aligned organizations to make complementary financial products and services available to Working Solutions' client base
- 2.4 Evaluate a business-to-business offering that leverages Working Solutions' core operational competencies in microlending to enhance partner capacity and serve more target market clients
- 2.5 Elevate the Working Solutions brand by increasing visibility in target markets

GOAL 3

Build on the organization's existing financial strength to deliver exceptional long-term financial performance.

- 3.1 Increase the organization's total assets by 80% to \$20 million by 2024
- 3.2 Increase efficiencies by maintaining the following ratios:
 - Net asset ratio $\geq 25\%$
 - Earned income ratio $\geq 40\%$
 - Self-sufficiency ratio $\geq 40\%$
 - Charge-off ratio $< 2\%$
 - Operating liquidity ratio ≥ 6.0 (180 days cash on hand)
 - Leverage ratio < 4

GOAL 4 Increase and diversify the organization's loan capital pool to meet the credit needs of underserved communities.

- 4.1 Raise \$12 million in new lending capital by 2024
- 4.2 Maintain a deployment ratio of 80%

GOAL 5 Enhance operational excellence through continued process improvements, staff development, and increased application of technology solutions.

- 5.1 Continue to leverage technology solutions that best serve Working Solutions' client community
- 5.2 Recruit and retain diverse talent with a clear and compelling mission and objectives, a robust and creative benefits package, workplace flexibility, and opportunities for career growth
- 5.3 Develop a succession plan for all managers



Photos from top to bottom:

*Dionne Knox, Owner, Zella's Soulful Kitchen
(credit Tamisie Honey)*

Bert's Bites (credit Bert's Bites)

*Andytown Coffee Roasters
(credit Andytown Coffee Roasters)*



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Capital. Consulting. Community.

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