

**Renaissance Entrepreneurship Center**  
**Strategic Plan**



**renaissance**  
entrepreneurship center

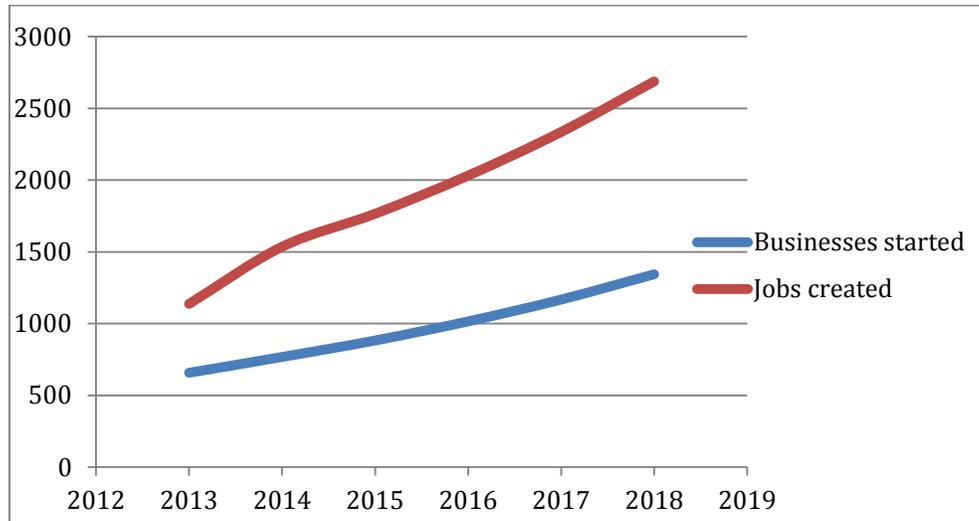
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## Strategic Vision

Over the next five years Renaissance Entrepreneurship Center will help our clients start and grow 5,000 sustainable small businesses and create over 10,000 new jobs.



Renaissance Entrepreneurship Center (Renaissance) will do this by serving Bay Area women and men from under resourced communities and populations who do not have access to traditional forms of business training and capital. This includes (but is not limited to) individuals who have very - low to moderate incomes, women, monolingual Spanish speakers, incarcerated and formerly incarcerated persons, older adults, persons with disabilities, and Veterans among others.

Renaissance will position itself by serving clients throughout the greater Bay Area. It will do this by developing in new areas that are not currently served, outreaching to new populations, and working with partners when our combined effort we both can achieve more collectively than individually.

Renaissance Entrepreneurship Center will act on new opportunities, when they meet our client demographics, have established funding source or sources that can support this opportunity, and have or can create the resources to make this opportunity a success.

To implement and ensure success of this Strategic Vision plan, Renaissance Entrepreneurship Center has developed six initiatives; they are highlighted on page 3.

1. Programing
2. Marketing and Public Relations
3. Alumni Business Association
4. Monitoring and Evaluation
5. Infrastructure, Processes and People
6. Funding

## **Executive Summary**

In 2013, Renaissance Entrepreneurship Center created 1 new business every day and 14 new jobs per week. To continue to advance the organization, Renaissance's vision is to help create - within the next five years - 5,000 sustainable businesses and create over 10,000 new jobs. This is a 15% annual compounded growth factor. As a result, by 2018 Renaissance Entrepreneurship Center will generate 4 new businesses a day and 60 jobs per week, annually.

In 2013, the Renaissance board appointed a Strategic Planning Committee of board members, staff, and the CEO (see Appendix A) to develop a vision, plan, and corresponding strategies to grow the organization and our impact over the next 5 years.

The Strategic Planning Committee initiated the 2013-14 planning efforts by forming three subcommittees: Marketing, Culture and Documents. Each subcommittee was responsible for specific tasks relating to sections 6 and 7 of the strategic plan. Once their findings were compiled, the Strategic Planning Committee analyzed the organization's Strengths, Weaknesses Opportunities and Challenges (SWOC). Using this SWOC analysis, the Committee created a Vision, Strategy, Execution and Metrics. The Strategic Planning Committee was then reorganized into teams who developed action plans for each of the 6 strategic initiatives. The final task was to create a five-year timeline and resource plan for the implementation of the strategic plan.

The performance against the prior plan can be found in Appendix B.

## **The Initiatives**

### **Programming Initiative (page 16)**

- Serve clients over the next 5 years that will result in the 5,000 sustainable businesses
- Ensure that at least 80% of those served are very-low to moderate-income and at least 70% are women
- Increase the conversion rate of businesses started and grown by 15%
- Increase the number of businesses started and grown each year by 15%
- Increase the number of jobs created per year by 15%
- Provide access to a minimum of \$1,000,000 in business capital annually

### **Monitoring and Evaluation Initiative (page 17)**

- Provide in-depth reporting on Renaissance's short- and long-term impact on clients
- Provide reporting based on specialized criteria (demographics, types of businesses, site/location of service, hours of service, etc.)
- Track and evaluate program performance and outcomes over time and across the sites and projects
- Provide integrated and user-friendly information sharing

### **Alumni Business Association Initiative (page 18)**

- Increase networking, business capacity, and annual growth of clients
- Secure 400 members by 2018
- Provide 12 programs annually
- Offer 20 membership benefits by 2018

**Marketing and PR Initiative (page 19)**

- Position Renaissance as a regional organization
- Increase web visitors and their activities on Renaissance's websites
- Increase coverage in print, broadcast and online media
- Increase media coverage for our clients
- Increase enrollment and program participation
- Attract new funders

**Infrastructure Initiative (page 19)**

- Provide sufficient staffing resources to implement Renaissance's strategic plan and organizational growth
- Optimize Renaissance's facilities
- Enhance technology (computers, telephones, etc.)
- Institute a Staff and consultant Performance Management System

**Fundraising Initiative (page 20)**

- Increase the number of prospective donors (foundations, corporations, government sources and individuals) and their conversion rate to become actual donors
- Steward existing donors to deepen their commitment to Renaissance
- Leverage relationships with board, community members and stakeholders to identify, cultivate and secure new donors
- Provide additional opportunities for new and existing donors to contribute to Renaissance (special events, direct mail, newsletters, social media, house parties, etc.)
- Secure active Alumni giving
- Increase fundraising revenues by 5% annually
- Increase earned income revenues by 10% annual

## Current Core Programs and Services by Location

		SoMa	Bayview	Mid-Pen	Marin	Online	Out of Box
S E R V I C E S	<b>Training</b>	Orientation	Start & Grow Smart	Start Your Own Business	Orientation	Business Prep Class	Training in SF Men's Jails
		Start & Grow Smart		Start & Grow Smart	Food Industry Classes		
		Business Planning Class		Business Prep	Urban Fire I & II		
		Start Your Own Fashion Business		Business Implementation	5-Finger MBA		
		QuickBooks (Advanced Finance)		Personal Business Readiness	Business Planning		
		Advanced Marketing		Technology training	Start & Grow Smart		
				Secure Future\$	Start Your Own Fashion Business		
	<b>Workshops</b>	Legal Series			From Kitchen to Market		
		Successful Women in Business Speaker Series			Monthly Entrepreneurs' Forum		
		Direct Selling Opportunities			Special Events		
		Speed Lending					
		Fashion Industry Workshops					
	<b>Consulting</b>	1:1 Consulting	1:1 Consulting	1:1 Consulting	1:1 Consulting	1:1 Consulting	
	<b>Financial Resources</b>	Loan Packaging	Loan Packaging	Loan Packaging	Loan Packaging		
	Technical Assistance		Technical Assistance	Technical Assistance			
P R O G R A M S		Women's Business Center	Support for 3rd Street Corridor Businesses	SMC-San Mateo	Business Incubation		
		Business Incubation	Business Assistance Center	SMC-EPA	The Entrepreneurs' Cooperative (Open Work Space)		
		Volunteer Program	Individual Development Accounts (IDA)	SMC-Millbrae	Kitchen Incubator		
			Contractors (Mentorship Protégé Program)	SMC-Menlo Park	Marin SBDC		
				Daly City			
				Redwood City			
			Richmond				

## History, Achievements, and Awards

### Renaissance Milestones

<b>2013</b>	Renaissance became the US Small Business Administration Marin County Small Business Development Center (SBDC)
<b>2012</b>	Launched our 4th center, Renaissance Marin, in San Rafael; expanded <i>Out of the Box</i> into the San Francisco Men's County Jails and launched offsite training in Daly City
<b>2011</b>	Launched <i>Renaissance Online</i> , a virtual facilitated entrepreneurship training program; introduced offsite entrepreneurship training in Redwood City, and <i>Secure Future\$/Futuro\$ Securos</i> a financial education and savings program
<b>2010</b>	Launched <i>Out of the Box</i> , California's first entrepreneurship program for formerly incarcerated persons
<b>2009</b>	Introduced off-site training in Richmond, CA
<b>2008</b>	Began managing the Third Street Corridor Program, a Neighborhood Marketplace Initiative focusing on economic development of Third Street, Bayview Hunters Point's main commercial corridor
<b>2007</b>	Merged with Start Up, an East Palo Alto-based micro-enterprise organization, expanding Renaissance's service area in San Mateo and adding Spanish language programming
<b>2006</b>	Introduced industry-specific training for entrepreneurs in the Construction, Production, Distribution, and Repair sectors
<b>2005</b>	Created the Fashion Incubator Network (FIN) to provide industry-specific training to clients in the fashion and apparel sector
<b>2004</b>	Expanded Renaissance Bayview to include a small business technology lab
<b>2003</b>	Expanded our Business Incubator to serve 24 emerging and established small businesses
<b>2001</b>	Opened our second center, Renaissance Bayview, to serve emerging and established entrepreneurs in Bayview Hunters Point
<b>1999</b>	In partnership with the US Small Business Administration, Renaissance became the US Small Business Administration San Francisco Women's Business Center
<b>1997</b>	Purchased our building at 275 Fifth Street, San Francisco, and expanded our Business Incubator to 14 emerging businesses and one commercial tenant
<b>1995</b>	Added our Financing Resource Center (FRC) to provide technical assistance and loan packaging services to help entrepreneurs access capital from local banks, nonprofit loan funds and private sources
<b>1990</b>	Launched the 1st nonprofit Small Business Incubator in Northern California with five businesses
<b>1985</b>	Renaissance was founded, and launched small business training and support services to help Bay Area women and men start and grow their own businesses

## Achievements and Awards

Since the completion of the previous Strategic Plan, Renaissance has continued to receive significant recognition. Some of the awards received recently are described in the table below.

<b>Renaissance Awards</b>
<b>2013</b>
2013 Sharon Miller, CEO, received: a 2013 World of Difference 100 Award, presented by The International Alliance for Women, which recognizes 100 people from around the world who have contributed to the economic empowerment of women; and the 2013 Influential Woman Award from Jovance for improving the lives of women in the community.
Renaissance received a 2013 State of California Department of Rehabilitation Diversability Award for our commitment to serving persons with disabilities.
Renaissance Graduate businesses were featured in the 2013 San Francisco Business Times Book of Lists: 100 Fastest Growing Women Businesses in the Bay Area - BPE Global, and The American Grilled Cheese Kitchen. 100 Fastest-Growing Private Companies in the Bay Area - Hot Studio Inc., and Tea Collection. 100 Largest Women-Owned Businesses in the Bay Area - Tea Collection, Hot Studio Inc., Aunt Ann's Homecare and In House Staffing, and See Jane Run.
<b>2012-2010</b>
2012 Renaissance was selected into the Social Impact Exchange's Social Impact 100 ( <a href="http://www.S&amp;I100.org">www.S&amp;I100.org</a> ), a group of 100 top-performing, high impact organizations. The Social Impact Exchange ( <a href="http://www.socialimpactexchange.org">www.socialimpactexchange.org</a> ) is a cross-sector national membership association for sharing knowledge and increasing investment in scaling effective social programs and solutions.
Renaissance received the 2012 U.S. Bank/San Francisco African American Chamber of Commerce Juneteenth Community Award for our work with small businesses in Bayview Hunters Point.
Sharon Miller, CEO, received the 2011 Women in Business Champion of the Year Award from the US Small Business Administration.
Renaissance Graduate businesses were featured in the 2013 San Francisco Business Times Book of Lists: largest women-owned - Tea Collection, Hot Studio Inc., Aunt Ann's Homecare and In House Staffing, and See Jane Run. The fastest-growing private companies - Haiku by Sharon Eisenhauer Inc., Hot Studio Inc., and Tea Collection. The 100 Largest Food and Beverage Manufacturers in the Bay Area - Three Twins Ice Cream. They collectively employ more than 300 women and men.
<b>2009-2007</b>
Renaissance received the Small Business Network's (SBN) 2009 Small Business Advocate (Organization) of the Year.
Sharon Miller, CEO received the 2009 Social Entrepreneur Award from the National Association of Women Business Owners (NAWBO).
Renaissance received the Bank of America's 2008 Neighborhood Excellence Initiative Award.
Renaissance received the Hewlett-Packard Co.'s 2008 Organizational Leadership Award.
Renaissance received Union Bank's 2007 Community Leadership Award for our work in Bayview Hunters Point.

## Current Core Programs and Services by Location

		SoMa	Bayview	Mid-Pen	Marin	Online	Out of Box	
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		Business Planning Class		Business Prep	Urban Fire I & II			
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		Advanced Marketing		Technology training	Start & Grow Smart			
	<b>Workshops</b>	Legal Series			Secure Future\$	Start Your Own Fashion Business		
		Successful Women in Business Speaker Series				From Kitchen to Market		
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		Speed Lending				Special Events		
		Fashion Industry Workshops						
	<b>Consulting</b>	1:1 Consulting	1:1 Consulting	1:1 Consulting	1:1 Consulting	1:1 Consulting		
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		Volunteer Program	Individual Development Accounts (IDA)	SMC-Millbrae	Kitchen Incubator			
			Contractors (Mentorship Protégé Program)	SMC-Menlo Park	Marin SBDC			
				Daly City				
				Redwood City				
				Richmond				

## Client Demographics

Renaissance's 2013 clients are:

- 84% Very low- to moderate-income
- 72% Women
- 62% Persons of color
- 16% LGBT
- 9% People with disabilities
- 5% Veterans
- 9% Currently or formerly incarcerated

## Client Assessment

In 2013 Renaissance helped start 658 businesses and generated 1,138 new jobs.

The impact of Renaissance's work is evidenced by a 2012 MicroTest survey, conducted by the Aspen Institute's Fund for Innovation, Education, Learning and Dissemination (FIELD) program, which assessed clients one year after receiving services:

- 96% of graduates who entered Renaissance with an existing business remain in business.
- 40% of businesses launched or grown by Renaissance graduates employ 2 or more individuals, in addition to the business owners themselves.
- 58% of clients who came to Renaissance in the pre-launch stage are now operating a business.
- \$60,656 is the median gross revenue of clients who are in business full-time.
- 98% of clients stated that they highly valued receiving Renaissance's support and services to meet their business development needs; and
- 94% of Renaissance clients agree, "It would not have been possible to start and sustain a business without participating in Renaissance programs."

In addition to our clients' successes, we also track how they are building social capital. We found that they are deeply involved in their communities as;

- 41% volunteered time.
- 68% donated goods or professional services.
- 38% made financial contributions to charitable organizations.
- 26% mentored other emerging or existing entrepreneurs.

## Staff and Board Assessment

Our staff comes from a wide range of backgrounds, ethnicities, an age span of 60 years, and skill sets that make Renaissance operate effectively. The Renaissance staff has increased by 76% from 17 in 2007 to 30 in 2013.

- 66% Female
- 34% Male
- 53% Caucasian
- 23% Latino
- 17% African American
- 10% Asian or Pacific Islander
- 10 % LGBT

Our active board is committed to providing leadership to ensure that Renaissance achieves its goals and mission. There are currently 19 board members.

- 61% Male
- 39% Female
- 50% Persons of color

4 board members joined in 2013; 7 have been on the board for 2-3 years; and 5 have been on the board longer than 5 years.

## Analysis of San Francisco Partners

Organization	Business Planning Classes	Workshops	Loan Packaging	Incubator	Low Income	Ethnic Minority	Individual Consultations	Locations	Cost of Service	Multi-Lingual	Changes since 2007	Notes
Anew America	√	√	√	virtual	√	√	√	East Bay, San Jose		√		Immigrant populations
SE Asia Community Resource	√	√	√		√	√	√	San Francisco, San Jose		√		South-East Asians
MEDA	√	√	√	retail	√	√	√	Mission District, SF		√	Purchased building, full eco dev services	Mission-wide services
Women's Initiative	√	√	√	√	√	√		SF, Oakland	\$25-\$150	√	Closed San Jose, Marin, and Concord sites	Serves only very low-income women
La Cocina		√		kitchen	√	√		SF				
Pacific Community Ventures			Lender		√	√	√	SF, San Diego	\$250 requested		Now has a loan fund	Target population are businesses at more \$250K or higher
SF Made		√					√	SF			Launched in 2010	Serves SF manufacturers only
Urban Solutions		√	√		√	√	√	SF				Work on 6th Street, Fillmore & Mid-Market
SF SBDC		√	√				√	SF				Serves all businesses
Working Solutions			Lender				√	SF, Marin				Located at Renaissance Marin
SF LGBT Center			√				√	SF				Serves LGBT community
Opportunity Fund			Lender	√	√	√	√	San Jose, SF				
Oakland Small Biz Dev. Center			Lender	√	√	√	√	Oakland, SF				Now Bay Area SBDC
Renaissance Entrepreneurship Center	√	√	√	√	√	√	√	SF, EPA, Marin	\$10-\$750	Spanish	Opened 4th Center, added off-site programs and online class	

Additional information on potential partners can be found in Appendix I.

## SWOC Analysis

The SWOC analysis helped us fine tune our strategy and align them with our initiatives:

Strengths	Weakness
<ul style="list-style-type: none"> <li>• Comprehensive curriculum</li> <li>• Quality of services offered</li> <li>• Excellent business planning class/thorough curriculum</li> <li>• Good instruction materials</li> <li>• Word of mouth referrals from past program participants</li> <li>• Staff dedication to the mission, grassroots culture and are entrepreneurial thinkers</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate evaluation of programs and impact (new evaluation program is underway)</li> <li>• Lack of comprehensive metrics (see above)</li> <li>• Inconsistent quality of programs and classes among locations</li> </ul>
Opportunities	Challenges
<ul style="list-style-type: none"> <li>• The Alumni Business Association - offering services and networking opportunities to alumni, leveraging them for advertising, showcasing success stories, and considering them as potential donors or fundraising</li> <li>• Optimized use of the Web, including social networking sites and online opportunities for thought leadership</li> <li>• Partnerships</li> <li>• Provide online information</li> <li>• Fundraising opportunities</li> <li>• New evaluation underway</li> </ul>	<ul style="list-style-type: none"> <li>• Stay current with fast changing technology</li> <li>• There is considerable competition in microenterprise training industry as it becomes more popular and widely regarded</li> <li>• Other organizations may be out-innovating Renaissance to deliver online programs</li> <li>• Competition can be distracting to potential clients</li> </ul>

The SWOC analysis also has specific impacts also at our different locations. Below is a description of those elements.

Center	Strengths	Challenges
San Francisco	<ul style="list-style-type: none"> <li>• SoMa location</li> <li>• Close to \$5M facility at 5<sup>th</sup> &amp; Mission including HUB, Tech Shop, SF Made; SFSU, UCSF, USF, Babson College, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• 10 small business development organizations, high cost of living, hard for low-income population to live in SF/start businesses</li> <li>• City government decreased funding (loss of the Redevelopment Agency had a significant negative effect)</li> </ul>
Mid-Peninsula	<ul style="list-style-type: none"> <li>• The only organization providing entrepreneurship training</li> <li>• Accessing tech companies</li> <li>• Exploring partnerships with Mountain View and San Bruno Chambers</li> </ul>	<ul style="list-style-type: none"> <li>• New programs in Redwood City and Daly City require additional marketing</li> <li>• Lean staff</li> </ul>
Bayview	<ul style="list-style-type: none"> <li>• Construction Program is successful and unique. Lennar Urban provides strong support – vertical construction underway</li> <li>• New cottage food laws may support home-based business growth</li> <li>• Several funders (Haas Sr. Fund, Marclad Foundation, San Francisco Foundation and Smith Trust, have interest in Bayview operations)</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of Redevelopment Agency funding for Third Street Corridor Program – challenging to the community; promises of Third Street revitalization through intro of light rail and housing, not realized)</li> <li>• Lean staff</li> </ul>
Marin	<ul style="list-style-type: none"> <li>• Strong partnership with Marin Community Foundation</li> <li>• New creative programs, great facility</li> <li>• Now the SBDC for the county</li> <li>• Opportunity to reach individual donors through community integration</li> </ul>	<ul style="list-style-type: none"> <li>• It may be difficult to raise corporate and foundation funding in the county</li> </ul>
Organization-Wide	<ul style="list-style-type: none"> <li>• Significant amount of technology hardware received from CISCO</li> <li>• Growth – new program in Richmond is being launched</li> <li>• Building Refinancing allows for maintenance upgrade and beautification</li> </ul>	<ul style="list-style-type: none"> <li>• Technology out of date</li> <li>• Lean staff</li> </ul>

## Economic Outlook

The economic outlook for the Bay Area is very good for our clients to start a business in and succeed.

The Bay Area economy of \$535 billion is the 19th largest in the world. McKinsey & Co.'s recent biennial report prepared for the Bay Area Council indicates the region is thriving as a business center even while the economy is undergoing uncertainty and high unemployment. Some notable research is included below:

- "In spite of persistent and underlying challenges that it has yet to address, the Bay Area economy continues to display a remarkable resilience and innovativeness."
- "The region continues to reinvent itself and sustain its productivity, innovation and business advantage."
- The report explained the area bounced back from the recession and downturn thanks to its leading sector, technology. Tech companies (including information, manufacturing and professional/scientific services which account for 30 percent of the regional economy) fueled all of the area's growth since 2005.
- Productivity among the region's businesses, excluding financial services, averaged annual growth of 2.8 percent since 2005, outpacing comparable metro areas.
- Productivity gains "are coming from reduced employment more than increased output."
- Overall, the Bay Area has about the same number of jobs today as it had in 1996.

As in most regions, the majority of new jobs are created by small to mid-sized establishments with 3 to 100 employees. Very small firms of one to two employees comprise two-thirds of all businesses but create only 15 percent of the region's jobs.

## Appendix A: Credits

This Strategic Plan was created and presented by the Strategic Planning Committee of the Renaissance Entrepreneurship Center's Board of Directors and Staff. Members include:

### Board:

George de Bruin, Co-chair and Board Vice-Chair  
Robert Chan  
Faith Cromwell  
Jonathan R. Dreyfus, Co-chair  
Ben Emmrich  
Craig Jacoby, Board Secretary  
Lisa Joyner, Board Chair  
Roland Pan  
Beth Peterson, Board Vice Chair  
Laura Thompson  
Feliciano (Chano) Zavala

### Staff:

Charlotte Gaylord  
Alice Gleason  
Ashley Grech  
Amy Harris  
Maria Kelly  
Lisa Kirvin  
Malik Looper  
Jon Macuso  
Sharon Miller, CEO

## Appendix B: Performance against Prior Plan

Client Demographics - In the 2007 Strategic Plan a goal was set to serve a balanced client demographics mix that would reflect:

- 80% Very low-to moderate-income
- 67% Women
- 60% Persons of color

In 2013 these goals have been met and slightly exceeded in most cases, the current client demographics are as follow:

- 84% Very low-to moderate-income
- 72% Women
- 62% Persons of color
- Goal 2007 65% represent Access Clients (i.e. clients from under-resourced communities)
  - 2007 actual 89%, 2008-2011-90%, 2012-84%
- Goal 2007 35% represent Knowledge clients (i.e. clients of moderate-income and above in need of training)
  - 2007 actual 11%, 2008-2011-10%, 2012-16%

According to the 2012 Micro Test survey conducted by the Aspen Institute FIELD program, which assesses clients one year after receiving the service (the percentage listed behind the 2012 number is first 2008, then 2010):

- 98% (2008-97%, 2010-96%) of graduates who entered Renaissance with an existing business remain in business.
- 40% (2010-40%, 2012- to be determined) of businesses launched or grown by Renaissance graduates employ 2 or more individuals, in addition to the business owners.
- 67% (2008-57%, 2010 58%) of clients who came to Renaissance in the pre-launch stage are now operating a business.
- \$60,656 (2008-\$52,000, 2010-\$60,000) is the median gross revenue of clients who are in business full-time.
- 94% of Renaissance clients agreed, “It would not have been possible to start and grow a business without participating in Renaissance.”

Renaissance successfully achieved its 2007 strategic plan for growth. The organization added a Center and launched off-site programs in Redwood City, Daly City, and the San Francisco Men’s Jail, and an online program. The Renaissance staff increased by 76% to 30 in 2013, compared to 17 in 2007.

## Appendix I: Additional Information on Potential Partners

<b>Organizations</b>	<b>Focus</b>
Anew America	<ul style="list-style-type: none"> <li>• New immigrants, citizen and refugees</li> <li>• Social responsibility</li> <li>• Virtual business incubator</li> </ul>
SE Asia Community Center	<ul style="list-style-type: none"> <li>• Microloans usually \$30,000 and under</li> <li>• Legal services</li> </ul>
MEDA	<ul style="list-style-type: none"> <li>• Business Development Program</li> <li>• Packaging grants or loans</li> <li>• Home foreclosure advice</li> <li>• Mission-wide economic development services</li> </ul>
Women's Initiative	<ul style="list-style-type: none"> <li>• Serves low-income women</li> <li>• 100% below poverty line at entry</li> <li>• 75% women of color, 29% single, 15% persons with disabilities</li> </ul>
La Cocina	<ul style="list-style-type: none"> <li>• Commercial kitchen for food startups</li> <li>• Cooking classes</li> <li>• Workshops on how to start a food business</li> </ul>
Pacific Community Ventures	<ul style="list-style-type: none"> <li>• Provides intensive consulting services to businesses with revenues of over \$250,000</li> </ul>
SF Made	<ul style="list-style-type: none"> <li>• Support SF manufacturers</li> <li>• Provides workshops</li> </ul>
Urban Solutions	<ul style="list-style-type: none"> <li>• Focuses on 6th Street and Fillmore District</li> <li>• Green business advice</li> <li>• Free workshops</li> </ul>
SF Small Business Development Center (SBDC)	<ul style="list-style-type: none"> <li>• Free consulting for small business in English, Chinese and Spanish</li> <li>• Help to secure financings for expanding businesses and start ups</li> </ul>
Working Solutions	<ul style="list-style-type: none"> <li>• Onsite partner with Renaissance Marin</li> <li>• Micro-loans from \$25,000 to \$50,000</li> </ul>
SF LGBT Center	<ul style="list-style-type: none"> <li>• Services for lesbian and gay communities</li> <li>• Loan-packaging for LGBT small businesses</li> </ul>
Opportunity Fund	<ul style="list-style-type: none"> <li>• Provides micro-loan and financing for community development and low-cost housing</li> </ul>
Bay Area Business Development Center	<ul style="list-style-type: none"> <li>• Provides unconventional loans in Oakland and San Francisco, which otherwise would not consummated in conventional banking</li> </ul>
Renaissance	<ul style="list-style-type: none"> <li>• Comprehensive business classes and support services</li> <li>• Incubation</li> <li>• Loan-packaging</li> <li>• Workshops and one-on-one consulting</li> </ul>

## The implementation and Metrics to insure success

The Strategic Planning Committee will review the over arching annual plan on a semi- annual basis to ensure that the organization is on track and meeting its strategic objectives. This committee will also review all of the organization's objectives and update them as necessary.

The organizational plan is due to the executive board by November 1<sup>st</sup> for review, finalized plan is presented to the board in the December board meeting and will go in effect on January 1<sup>st</sup>.

The plan is to include all of the initiative's goals and action points for the current year. It will also include the forecast of the remaining years of the strategic plan.

At the end of the year, before a new plan is drawn up, a review is done to determine how well the plan did against the goals of the Strategic plan. This review is done by the Strategic planning committee whom will analyze and present to the organization it's finding.

The goals and milestones from the individual initiatives will be presented separate from the annual plan given that they will be much more granular in detail.

The Finance committee will assist in developing a budget and monitor the progress through out the year.

The annual event committee will work with the fundraising committee to develop an event that has the greatest impact.

## Strategic Initiative I – Programs

- I. **Opportunity Statement** - In focused geographies and segments, utilize training, consulting, incubation and networking to build ecosystem of support for launch and growth of small and micro businesses
  - a. Execute 2014 program annual plan
  - b. Maintain client-centric approach that allows clients to return to, and stay connected with, Renaissance
  - c. Launch the Alumni Business Association
- II. **Recommendation** - Funnel Programs from low-to-high touch as clients launch and grow
  - a. Provide orientations, training classes, incubation, consulting, workshops, networking and other services at existing Centers and offsite locations
  - b. Add business development information and resources to website
  - c. Consider expanding to Richmond; Oakland; Santa Clara
  - d. Provide incubation at all sites
  - e. Serve new populations (consider older adults, youth, etc.)
  - f. Expand program monitoring and evaluation system
  - g. Share curricula/best practices across all sites
  - h. Maintain existing relationships and create new relationships to provide enhanced services to clients (e.g. Pacific Community Ventures for online consulting, Working Solutions for loans and Opportunity Fund for loans and savings products, Mission Asset Fund for financial services, etc.)

The Management and the program director will present an action plan that reflects the initiative goals and recommendations on how it will be implemented for the upcoming year by November 1st. The plan will be developed internally and then shared with the Strategic plan committee by December 1st. It will be implemented as of January 1<sup>st</sup> that following year.

A broader outline for the remaining years of the strategic plan will be given to the strategic planning committee by May 1<sup>st</sup> and then presented each June at the annual retreat.

## **Strategic Initiative 2 – Program Monitoring and Evaluation System**

- I. **Opportunity Statement-** Develop an organization-wide system of monitoring and evaluation of Renaissance’s program performance and impact to produce accurate ongoing reports for:
  - a. Program development and sustainability measures
  - b. Tracking short-term and long-term client success (based on a set definition of ‘success’ that includes indicators)
  - c. Production of effective marketing and PR collateral (client success, Renaissance’s impact on the small business community, on low-income populations and the local economy)
  - d. Reaching target groups
  - e. Funder reports and proposals
  - f. Developing strategic initiatives and policy initiatives
  - g. Achieving goals in support of the organization’s mission and vision
  
- II. **Recommendation** -Renaissance’s ability to produce data-driven reports and recommendations will position the organization as a results-orientated thought-leader in the small and micro business and economic development communities.
  - a. Redesign the client information internal data and knowledge management system to continuously monitor and improve program results across all sites.
  - b. The newly redesigned system will allow Renaissance to collect, input, track over time, share client information in a consistent and cost-effective manner and produce various detailed accurate reports, including:
    - i. Real-time and monthly dashboard report with client demographics and services provided
    - ii. Quarterly report with the above-mentioned information and cost of services, allowing to track client outreach and program goals over longer periods of time
    - iii. Quarterly/annual client status report to track clients’ progress and identify trends
    - iv. Scorecard report for use in internal benchmarking and in preparation of funding proposals and reports
    - v. Monthly board snapshot report with up-to-date, as well as comparative (over time), information on clients and programs
    - vi. Marketing report to track inquiries, participants, effectiveness of outreach and media tools, and events
    - vii. Long-term reports (5, 10, 15 years)
    - viii. A “success map” based on the organization’s mission, key performance indicators and client outcomes, including defined indicators and metrics to describe and manage activities, program costs and social impact.

The program director will present an action plan that reflects the initiative goals and recommendations on how it will be implemented for the upcoming year by November 1st. The plan will be developed internally and then shared with the Strategic plan committee by December 1st. I will be implemented as of January 1<sup>st</sup> that following year.

A broader outline for the remaining years of the strategic plan will be given to the strategic planning committee by May 1<sup>st</sup> and then presented each June at the annual retreat.

### Strategic Initiative 3 – Alumni Business Association

I. **Opportunity Statement** - Form the Renaissance Entrepreneurship Center Alumni Business Association

II. **Recommendation** – Create truly thriving graduate businesses by providing access to on-going support including advanced training, resources, networks and support needed to secure their financial independence through the Renaissance Alumni Business Association

Our mission: Connecting Renaissance entrepreneurs and our collective resources to build wildly successful businesses

The key strategies for the Alumni Business Association are:

- a. Support our graduates
- b. Raise funds for Renaissance
- c. Grow Renaissance’s market

Programs and services offered are based on focus group feedback on potential service offerings:

High ↑ <b>Value/Demand</b> ↓ Low	<b>LAUNCH</b>	<b>SHORT TERM</b>
	Circle of Advisors (4.8) Discounts (4.4) Alliance/Expo (4.2) Topical Programs (4.2/3.8) Referrals (4.1) Growth Planning (4) Directory (3.9) Access to Business Assoc (3.6)	Mentors (4.6) Skill Building (4.1) Programming (3.4) Group Benefits (4) Industry Specific Programs (3.7) Staffing Services (3.2)
	<b>LONG TERM</b>	<b>NEVER</b>
	Financial Services (Lending Circle) (4.1) Trusted Partner Network (3.6) Online Marketplace (3.4) Time Bank (NR)	Nothing fell into this category
	Low	High

**Effort** →

### Strategic Initiative 4 – Marketing & PR

I. **Opportunity Statement** - Position Renaissance as the regional Bay Area leader of small business training, resources and networks; highlight Renaissance’s 30 year anniversary; increase visibility to attract new clients, donors and partners

II. **Recommendation** - Develop a marketing plan that would reflect Renaissance’s diverse audiences and individual Center environments, as well as local entrepreneurship training trends and opportunities

The plan will incorporate key messages for various stakeholders, organizational resources and capacity-building to reach the goals.

Target audiences:

- a. Media: Bay Area print and broadcast, national and online publications
- b. Funders: corporations, foundations, individuals, Alumni, and government
- c. Clients: prospective, new, active, and Alumni
- d. Partners: organizations in the entrepreneurial ecosystem

The Alumni committee in partnership with the program director will present an action plan that reflects the initiative goals and recommendations on how it will be implemented for the upcoming year by November 1<sup>st</sup>. The plan will be developed internally and then shared with the Strategic plan committee by December 1<sup>st</sup>. It will be implemented as of January 1<sup>st</sup> that following year.

A broader outline for the remaining years of the strategic plan will be given to the strategic planning committee by May 1<sup>st</sup> and then presented each June at the annual retreat.

### **Strategic Initiative 5 – Infrastructure, Processes and People.**

I. **Opportunity Statement** - To foster an effective and dynamic infrastructure of resources – personnel, consultants, financial systems, technology, physical space – optimizing Renaissance’s organizational growth and ability to expand the reach of our entrepreneurship training and support services

#### **II. Recommendation**

- a. Optimize capacity for our staff to function and thrive
- b. Upgrade and brand all Centers to a standard, flexible multi-functional space conducive to learning and working
- c. Modernize technology – telephone system, computers, videoconferencing, technology protocols, etc.

The Executive director will present an action plan that reflects the initiative goals and recommendations on how it will be implemented for the upcoming year by November 1<sup>st</sup>. The plan will be developed internally and then shared with the Strategic plan committee by December 1<sup>st</sup>. It will be implemented as of January 1<sup>st</sup> that following year.

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### **Strategic Initiative 6 – Fundraising**

I. **Opportunity Statement** - Drive active and aggressive fundraising efforts to ensure an ongoing and healthy revenue stream in a balanced portfolio of funding sources

#### **II. Recommendation**

- a. Develop a fundraising pipeline of potential donors, balanced across a mix of:
  - i. Foundations

- ii. Corporations
- iii. Start Ups
- iv. Local, State and Federal Government Contracts
- v. High net worth and other individuals
- vi. Donor Advised Funds
- vii. Board members
- viii. Alumni
- ix. Partners
- x. Recoverable Grants
- xi. Program Related Investments
- xii. Crowd sourcing

- b. Ensure that no single group comprises more than 40% of the funding mix, to prevent dependency on that group for sustainability.
- c. Set expectations and follow through on board member giving (frequency, minimum amount, etc.)
- d. Determine corporate/start-up philanthropy focus to ensure that organizations with the correct fit and a high likelihood to donate are targeted as priorities. Create customized pitches to serve this audience, specifically.
- e. Train all board members on pitching and/or making the right connections within their network to facilitate opportunities.
- f. Develop a program for Corporate/Start-ups whereby staff can volunteer as part of their giving/donation.
- g. Investigate and outreach to other funding sources such as donor-advised funds, Crowd sourcing and institutional giving, with a view to building this to \$800K over 2 years

III. The fund raising committee in partnership with the Development Director will present an action plan that reflects the initiative goals and recommendations on how it will be implemented for the upcoming year by November 1st. The plan will be developed internally and then shared with the Strategic plan committee by December 1st. It will be implemented as of January 1<sup>st</sup> that following year.

IV. A broader outline for the remaining years of the strategic plan will be given to the strategic planning committee by May 1<sup>st</sup> and then presented each June at the annual retreat.