



WOMEN'S
BEAN PROJECT™

2018 - 2021 STRATEGIC PLAN

A brief history

In 1989 Jossy Eyre was inspired during her volunteer work at a day shelter for homeless women. She noted that while the shelter kept the women safe, it did not help them make long-term, positive changes that would enable them to break the poverty cycle in which they were caught. With \$500 worth of beans and two women from the shelter, they made Toni's 10 Bean Soup for the holiday season. After generating \$6,100, Eyre realized the concept had potential and formed Women's Bean Project (WBP), the launchpad for the social enterprise we are today. Since the beginning, the Bean Project has employed the hardest to serve – women with multiple and significant barriers to employment – and helped them move to the economic mainstream by learning the skills necessary to attain a career entry-level job. Today our social enterprise has grown, serving 71 women in 2017 and offering 50 individual food items that are packaged in Denver and sold nationally under Women's Bean Project's brand.

In 1995 WBP bought Firehouse #10, located in the Curtis Park/Five Points neighborhood, from the City and County of Denver. Training opportunities have expanded dramatically over the years, annual operating revenue has grown from \$6,100 to \$2,300,000 and the organization's reach has expanded to include a sales presence in nearly 1,000 stores in more than 40 states and drop-ship relationships with some of the country's largest retailers, including Amazon and Walmart. Throughout our history, the overarching purpose of the organization – to provide a transitional job as a stepping stone to self-sufficiency – has remained constant, even though the population we serve has shifted to include more formerly incarcerated and addicted women and the approach and business have been refined.

In 2011, after shutting down a catering business, experiencing several years of significant growth in food product sales, starting a jewelry manufacturing business, and after building a program based on a logic model and outcomes, we introduced a strategic plan that assumed the following:

- We were poised to grow and change to meet the demands of the community
- We would expand our reach and deepen our impact through networks and collaboration
- We would think more systematically about the challenges we sought to address, about possible approaches and partners
- Implementation of the plan would be collaborative, evolutionary and iterative
- Changing the lives of women would continue to be our focus
- Social enterprise would remain our business model

In many ways, we were right on. From 2011-2016 we worked to make WBP more sophisticated in all aspects of our operations. Because of the focus the plan created, we moved WBP ahead in many ways that advanced our mission impact.

2011 – 2016 STRATEGIC PLAN IN REVIEW

PROGRAM OPERATIONS

The **program committee** assessed the program operations, from hiring and intake to graduation and job placement. We developed a 40-week program timeline, so that if one were to drop in and view the program operations at any point in the women's tenure, the program participants would be at a predictable place in their program experience.

We introduced a **mentor program** through which all program participants are assigned a one-on-one mentor, a volunteer from the community, who commits to meeting with the program participant once each week throughout her entire program tenure, and then helps with follow-up for several months after graduation as each graduate starts her new job in the community. Mentors are trained to support the women as they move through their job at WBP, help the program participants develop their resumes, navigate job search and then transition into their career entry-level jobs in the community.

Program outcomes reached an all-time high. Graduation rate improved to 75-85% and job placement upon graduation consistently reached 100%. After introducing a \$50 incentive for graduates to check in with us at six months and one-year post graduation, we were in contact with at least 80% of graduates and we were pleased to find that a year after graduation, an average of 93% were still employed. Compared to peer programs serving similar populations, these results are outstanding.

BUSINESS OPERATIONS

In 2011 we transitioned our **technology platform** to Microsoft Dynamics GP and CRM and since then have had a much stronger handle on inventory management, cost of goods and the throughput of products, from materials management, to production, to shipment from the facility. In the fall of 2015 we hired a new Controller, Anne Davis, who has further improved our financial analysis and use of technology to manage our business and cash flow. This better grasp of our COGS has allowed us to manage our margins and realize efficiencies across our operations.

In addition to implementation of the ERP system to increase business efficiencies, we documented all **shipping and receiving protocols**. Additionally, we implemented several recommendations from UPS to improve the flow of the shipping department and how we pick and pack orders.

In 2012, for the first time, we hired a full-time marketing manager, which has significantly improved cohesion of our **marketing communications** efforts and provided consistent messaging and support of sales and fundraising. Increased brand awareness and communications have also created more national visibility.

In 2015 we created a **business/product development committee** to identify and create new products. We will continue to implement ideas from the committee's work into the next strategic plan period. One idea that came out of this working group was to create a **piecework/copacking** business to help small and growing companies while increasing WBP's need for labor, allowing us to hire more program participants. By early 2017 we began to have some success in acquiring customers leading us to believe there was potential growth in this business.

CONTRIBUTED INCOME

In September 2011 we converted our **donor and customer database** to Microsoft Dynamics CRM because of the integration offered between this system and the GP accounting system. Today WBP is fortunate to have over 5,000 individual donors who support our work. Between 2011 and 2014, our donation income increased 84%. In that same period, grant income declined by 21%, which was anticipated and was the reason for a focus on building individual donor giving.

In 2014, we launched the **Seed to Sprout campaign** to raise \$750K above operating capital to invest in our business and to create an operating reserve. By early 2017 we had exceeded the campaign goal and had begun investing the funds in initiatives to help us grow.

2016-2017: EIGHTEEN MONTHS OF CHANGE

As we wound up the strategic plan adopted in 2011, it became apparent that it was time for the next iteration of the Bean Project. Our strong program outcomes, success of the mentor program and Tamra Ryan's book, *The Third Law*, placed WBP in the national spotlight. Through a variety of **affiliations and partnerships** with other groups focused on workforce development and social enterprise, such as REDF and Social Enterprise Alliance, WBP stepped onto a national stage in awareness and notoriety. As social enterprise has gotten attention as a viable business model for addressing some of society's most intractable problems, WBP has had the opportunity to serve as a national model for long-term, sustainable social enterprise.

Even while we were realizing these successes, our sales began to stall and the characteristics of the women we hired were shifting. We found we needed to respond to a changing climate for our business and our program operations.

PROGRAM OPERATIONS

By 2015, the local Denver economy was recovering from the Great Recession and the Denver Metro area unemployment rate was dropping. In fact in the summer of 2017 the unemployment rate in Denver was 2.3%. WBP found ourselves losing out to low-skill employment opportunities, such as fast food restaurants, because the wages offered were higher than the minimum wage WBP was offering. Indirectly, the impact of the legalization of marijuana was also felt. Fast food employers, such as Chipotle, stopped drug testing as a condition of employment because they were struggling to find workers in the tight labor market.

Historically, WBP hired a single, large cohort of program participants once each year, usually in May or June. For several years there were as many as five applicants for every opening. As the unemployment rate dropped, we found that though the needs of the population hadn't changed; i.e., some women still struggled to keep employment, fewer women were available on the single hiring day because they had jobs that day, even if they didn't have the skills to keep the job. We realized the hiring model we were pursuing was based more on our business needs than the needs of the community we hoped to serve. In May 2016, we shifted to a rolling hiring model, through which we hire smaller groups of women approximately every eight weeks. In the first full fiscal year, ending 6/30/17, after making this transition, the number of women hired increased 33%.

As mentioned, the unemployment rate in the Denver metro area in the summer of 2017 was 2.3%. In addition to the rolling hire change, other factors drove this increase in number of women hired. First, as the economy of Denver became stronger, we found that the women we were hiring were less successful in completing the program. In fact, the average tenure of the women plummeted to an average of three months during 2016. The incidence of homelessness, interplaying with domestic violence, and relapse increased dramatically. Of the women who left the program early, only two were relieved of their employment for attendance reasons. The remainder relapsed, returned to prison, or left due to health issues that couldn't be addressed. As a result, we found ourselves needing to hire additional women to meet our need for labor, rather than to fulfill a specific mission-related target.

Increasing Minimum Wage

In 2016, Colorado voters passed a constitutional amendment to increase minimum wage to \$12/hour by 2020 with cost of living adjustments every year thereafter. We became very concerned about the impact the growing cost of labor was having on our business, understanding that to control cost of goods we would need to look at automating processes in the business. Additionally, we believe it is important for us, as we look forward, to anticipate that the women we serve will be affected by benefits cliffs as the thresholds for benefits do not change as quickly as wages will change. This means that food stamps and other subsidies that help program participants make ends meet while participating in WBP's program and after may become less reliable.

Education Levels of Program Participants

One last notable thing we learned from this time period is related to our addition of adult literacy and numeracy courses for all program participants. In the past, women for whom getting a GED was realistic during their program tenure would be encouraged to study for and pursue her GED (and be paid while she was taking classes). A change in providers in 2017 allowed us to offer all women the opportunity to improve her reading and math skills while she prepared for her career. However, it has been sobering that the women in our program typically range from a 2nd to 7th grade reading level. While encouraging that every woman improves at least one grade level after eight weeks of instruction, it is important to realize that the career and earning opportunities for women with low educational attainment will look different than those of her more highly educated peers. As governmental workforce development programs push enrollment in apprenticeship programs and

vocational training, it is important to remember that not all chronically unemployed women will have the capacity to take advantage of these opportunities.

BUSINESS OPERATIONS

We began to see the pressures on small, specialty brick and mortar retailers. In 2016 and 2017 in excess of 25 of our formerly small, but stable and reliable sales accounts had shuttered and it appeared that more were on the way. In response, we made the commitment to focus our Sales Director's outreach efforts on capturing large accounts and hired a sales assistant to cultivate existing relationships with the smaller accounts and generate new business. Though we know the sales cycle for large accounts, like grocery, are long, we felt strongly that there would be long-term benefit to sales that would outweigh the short-term costs.

Due to improvements in infrastructure and processes, our overall margin (as well as our understanding of our margins by sales channel) had improved dramatically by 2017. But despite the progress, overall sales growth slowed and began to stagnate, with decline in some sales channels, such as wholesale accounts. Additionally, we received feedback from current and prospective grocery accounts that our products were not well configured for grocery shelves. This led us to the conclusion that without significant changes to our product mix, positioning and packaging, the decline in sales would continue.

As we looked across our support base, which, while strong, was largely dominated by the Boomer generation, we realized we needed to make changes to build the next generation of customers, donors and volunteers. As we worked to expand our sales into grocery stores, we met with resistance because packaging did not have strong shelf appeal when compared to other products. Additionally, we noted that Ten Bean Soup had remained our number-one selling product since our founding in 1989. This simple fact was indicative of our vulnerability to shifts in culinary preferences.

We approached General Mills and asked them to help WBP update the look and feel of our products. General Mills agreed to take us on and enlisted one of their agencies, Pearlfisher, out of NYC, to work with us. The result of this relationship was nearly \$250K of pro bono consulting. By June 2017 we had taken Pearlfisher's concepts and implemented them across all products to create a new look and feel for WBP. This included a change in our logo and the messaging on our packaging. We also revamped our packaging, transitioning to boxes for the bean soup mixes to allow them to stand on store shelves, tins for our spices to increase perceived value and boxes for our baking mixes to make them look more competitive with other mixes on the market. These changes created the added benefit of decreasing the complexity of production across most products, though packaging costs did increase, we resolved to print higher quantities to mitigate these increases.

We used Seed to Sprout funds to hire Sterling Rice Group, a culinary consulting group out of Boulder, CO to help us review shifts in American's culinary tastes, develop a new product pipeline to fit within WBP's capabilities and to review existing product offerings. By the fall of 2016 we had a pipeline of nine new product concepts and had identified three products to develop immediately. We hired Natural Development, also in Boulder, to help us with the research and development of three flavors

each of Biscuits&Jam and instant Beans and Rice in a cup. We also developed three flavors of spices to package with popcorn kernels. In the last four months of 2017 we introduced all three product concepts.

We saw the impact of the packaging and branding changes almost immediately. Several new grocery accounts were onboarded by the end of 2017, with several more in the pipeline. In the 2017 holiday season, the second bestselling product in our retail store was popcorn. Though expensive to implement, the changes to branding, packaging and product development appeared to be paying off quickly.

Another development in the business in 2016/17 was the decision to explore copacking/piecework opportunities. The belief was that by providing labor to other companies, we could increase the number of women we needed to hire, and therefore, serve. By 2017 we had developed a handful of customers, including Sugarwish, for which we packed candies into ¼ lb. bags and EMpact bars, which required our labor to pack and seal mixed-flavor case packs of nutrition bars. We vetted numerous other customers, conducted time studies and developed pricing, but found that many customers felt our pricing was too high.

CONTRIBUTED INCOME

Though we had moved all donor and volunteer data to Microsoft Dynamics CRM when we changed to Microsoft Dynamics GP, by 2016 we realized we needed a database tool that was built to manage contributed income. As a result, we moved to **DonorPerfect** at the end of 2016, which we anticipate will provide us with better management tools for all aspects of contributed income into the foreseeable future.

All good initiatives need support and a few events occurred in 2016 that will likely change the course of WBP because of the opportunities they created. First, REDF (a venture philanthropy focused on employment social enterprises) selected WBP to participate in their first national portfolio of 20 transitional employment social enterprises. The portfolio was partially funded by the Social Innovation Fund (originating from the White House Office of Social Innovation). This resulted in grants of over \$300K in 2016 and 2017 combined, as well as extensive technical support and peer learning.

In early 2017, the Bean Project was chosen again. This time to be part of StandTogether's Catalyst Network, a national portfolio of 15 nonprofits doing work at the grass roots level to affect poverty, access to healthcare and education. The StandTogether experience included an unrestricted \$25,000 grant and a six-month business curriculum to help WBP focus on growth.

STAFF

In 2016 and 2017 we made significant changes to our staffing structure to create a team of director-level positions and distribute the responsibility and leadership of WBP. A current organizational chart is included in Appendix A.

In short, 2016-17 was a period of change for WBP. We reached the end of 2017 having altered nearly every aspect of our operations. While many of the changes were proving to be the right direction for WBP, demonstrated by a nearly immediate increase in key sales channels, they also created additional challenges -programmatically and operationally - that we needed to be address. This is the backdrop for the creation of this updated strategic plan, intended to focus our work and advance the organization into 2021.

2018-2021: WHAT NOW?

As 2018 began, a barrage of changes in the environment challenged our previous assumptions. It was clear we had entered a period of disruption – both with respect to our program services and in our business - and the trends and uncertainties in the industries in which we operate were clamoring to be addressed.

IMPACT ON PROGRAM OPERATIONS

Program Participant Profile

Into 2018, WBP has continued to grapple with the impact of low unemployment rates in the Denver area. Formerly strong referral sources have appeared to dry up and we have found ourselves working harder to meet our goals for each hire date. Simultaneously, we are finding that the women we hire have difficulty overcoming basic employment barriers, including health issues, sobriety and housing challenges. It is clear that, even in a strong economy, those with the most need in the community are still left behind.

It is sobering to realize that the strong program results WBP achieved starting in 2008 (and continuing for several years) occurred during a high unemployment period and, although we didn't realize it at the time, we were often hiring higher-functioning individuals who were probably more likely to succeed with the program as designed. It is therefore extremely apparent that WBP will need to adjust our approach to ensure that our job readiness and life skills training are successful with those who are the "hardest to serve."

Sobriety Requirement

Historically the Bean Project required that program participants claim sobriety for at least six months prior to being hired and pass a drug test as a condition of employment. As we have been squeezed by the low application numbers, we have found that applicants' sobriety is often more recent than six months and, as a result, more tenuous. Because of concerns that one woman's relapse can have a negative effect on others trying to maintain their sobriety, we changed our drug policy and have begun doing random drug testing. The unfortunate result is that many women's employment has been terminated due to positive test results – even when other indicators of their progress through the program, such as strong attendance, is good. In response we adjusted a long-standing policy of not hiring women a second time and have been encouraging women to return when they are stable. In some instances, this seems to work, though the long-term success is yet unclear. Even so, we believe we need to adjust the drug use policy again and find ways to implement additional supports for women in recovery. The current policy does not take into account or support the fact that relapse is often a part of the recovery process.

The challenge of recruiting and hiring program participants has been compounded recently because our traditional referral channels, such as halfway houses and other human services programs, have not been sending as many women to us. In an attempt to find out why, we brought on two fellows from the Barton Institute for Philanthropy and Social Enterprise at the University of Denver. In the first quarter of 2018, the fellows interviewed 55 people, including referral sources, current program participants, program graduates and organizations analogous to WBP to gather feedback about why referrals to our program have diminished.

Among other issues, the Barton fellows' research helped us see that we have not been communicating the value proposition of WBP well enough to attract program participants. For this reason, potential candidates have chosen other jobs that do not offer the support services we do. We also discovered that we must systematize our outreach to community partners to ensure that when there is turnover in their organizations we maintain our referral relationship. The summary of this research can be found in Appendix B.

Concurrently, we have become aware of behavioral brain science research on the effects of childhood poverty and trauma on the development of executive function skills, the efficacy of Motivational Interviewing techniques for those in recovery from addiction and models of coaching to replace the classic case management program model. In response to this burgeoning field of study, REDF launched a grant program to which we applied and received funding for training and other work necessary to reconfigure our program operations informed by these learnings. We anticipate the changes will be implemented by the end of 2018.

IMPACT ON BUSINESS OPERATIONS

Labor Shortage and Wage Increases

Though we have become more sophisticated in our ability to forecast the necessary labor to operate our business, the above factors are putting pressure on our production capacity.

The consistent minimum wage increases are putting growing pressure on the profitability of our business. WBP has long-struggled with the idea of automation. That is, if we are in the business of creating jobs, shouldn't the best option be to make the work as manual as possible? Recently, with the increasing cost of labor and the shifting nature of work in America, we have decided that automation is the best way to increase efficiencies to keep our business running and to best prepare our program participants for the future. In the short term this move risks decreasing our need to hire women and places pressure on sales to grow the demand for labor. In the long run, the training we provide the women we do hire will give them skills more relevant to the jobs of today and beyond.

Sales growth

The changes we made to our packaging and branding were the first step to improve our positioning as a consumer-packaged goods brand, with the goal of getting more business, particularly outside of Colorado where the WBP brand is less well known. Early signs with the grocery channel have been good. We developed a relationship with a new distributor, KeHE, which led to multiple introductions to new grocers across the country. For the first time WBP has expanded in grocery stores outside of Colorado with Meijer stores in the Midwest, H.E.B. in Texas. In the first six months of 2018, the net

growth in new stores overall was 160. Now the challenge is to ensure sell-through in cities where WBP does not have brand awareness. We will be running promotions and employing other creative strategies to increase sales at retail outlets, which will ultimately help us to create strong long-term partnerships.

Though positive in many ways, this sales growth has also created challenges. Because we must work through a distributor who then sells to the grocery stores, this channel is our lowest margin. When promotions and unexpected spoilage costs are subtracted from the invoices, this channel's margin ends up extremely low, if not negative. The growth in this channel has outpaced growth in other, higher margin channels, causing a decline in our blended margin.

Pressure on Physical Plant

Generally our new packaging does cost more to produce. However, we have worked to mitigate these increased costs by ordering higher quantities to drive down the price per unit. Not only does this solution consume more cash, it also puts pressure on our building for storage. Despite ongoing work to optimize space in our facility, we continue to struggle with having enough room in the physical plant to store raw materials and packaging, produce the product, store the finished goods and ship them to customers.

To ease some of the need for storage, in early 2018 we began storing materials in containers placed in the parking lot of the firehouse. While this is solution works for now, we will need to address our building capacity in the near term and for long-term sustainability.

Changes in the food industry

We are closely watching developments in the food industry. The merger of Amazon and Whole Foods serves as an indicator of change and consolidation in the industry, how people buy food; i.e., online versus in-store, or a mixture. We are currently operating under the assumption that our best strategy is to ensure we are a strong partner for both Amazon and Whole Foods and well-positioned to take advantage of opportunities through both sales channels.

We are also cognizant of changes in how people eat today; e.g., the time they take to prepare their food, the flavors they are willing to try, the ingredients they look for, and where they eat – at home or out. It will be important for us to continue to develop products that address these shifts in culinary preferences in America.

IMPACT ON FUND DEVELOPMENT

As we entered into 2018 we have eagerly awaited signs of the impact of the 2018 Tax Reform. Because fewer people will itemize and therefore get the tax benefit of charitable giving, the Tax Policy Center estimates a decline in overall giving by Americans between \$12.3 billion and \$19.7 billion. Higher income donors will benefit from the tax reform because the benefit from charitable contributions has improved for them. We believe that many people who give only to WBP at lower levels – less than \$500 per year – are not giving for the tax benefit, but because they believe in the mission of Women's

Bean Project. What we do not know is how many of these people give to many organizations so that their cumulative giving is significant enough to have provided a tax benefit in the past. For the moment, we will assume that our lower-dollar donors are not giving primarily because of the tax benefit and their giving will not change.

A potential upside from the tax reform is that higher income donors will receive greater benefit from their charitable contributions. However, WBP has not historically received gifts from these types of donors. Some effort in cultivating existing donors to become major donors may increase the possibility that we will benefit from this change.

Corporate giving

We have learned in the last couple of years that companies increasingly desire to tie their corporate giving to their employee volunteerism. As a result, we have developed and found success with a corporate partner program in which companies give donations and provide WBP volunteers to lead programming, such as computer skills classes. Typically, the company provides for each session to allow each program participant in the class to have an employee help her, plus one extra to present the material to the entire group. We anticipate continued growth of this program and engagement with companies.

Grant funding shifts

For many years most grants came in the form of general operating funds. More recently funders have become much more particular about the activities to which their money goes. Though we have found ways to parse the program activities into fundable pieces, we also are concerned about the need for general operating dollars to cover program expenses. We will continue to try and strike a balance between the two.

As the margins in our business continue to be troublesome because of rising labor costs, we see additional opportunities to get funding for the Job Readiness training that occurs as part of the women's work on the production floor. We believe this will require better documentation of progress through the training, as well as certificates of skill achievement. Automating our processes may further bolster the opportunity to fund this training.

SUMMARY

The internal and external factors affecting WBP's future, they are summarized below in the SWOT analysis found in Appendix C.

For our planning, we will look at the opportunities our strengths present, the most critical weaknesses that must be turned into strengths, opportunities that enable us to be stronger, and the risks we must manage that are both within and outside of our control.

WHAT TO DO, WHAT TO DO?

As we progress toward our 30th year of operations in 2019, how might we rework, adjust or reconfigure to respond to this brave, new world?

Our targeted growth goal has always been oriented around setting a revenue goal first as a means for serving more women. As we discussed WBP's future at the board retreat in January 2018, we decided to set a goal based on the number of women we want to serve. The target set in that meeting was "to be able to serve 200 women by 2020." Setting this target begged the question: what does "serve" mean to us? Even if revenue isn't the topline goal, what revenue would be required to support our ability to serve 200 women? After the retreat the staff set out to answer these questions.

Making financial projections was relatively easy. For ease, we projected revenue needs based on our current operational paradigm in terms of our business and program operations. The results of the analysis are included in Appendix D. Topline revenue required to support 200 women, assuming the same operational model, would need to be \$5M in sales and \$3M in contributed income. For the fiscal year ending June 2018, we achieved \$1.1M in sales and \$900K in contributed income. Quickly it became clear that, using our current model, we were not on track to reach the revenue needed to support 200 women within the next two years.

As we examined what it means to "serve" women, we asked ourselves several important, related questions:

- what does it mean for a woman to graduate from WBP as a success?
- what characteristics does she display that would lead us to claim that we had served her?

We held discussions with the staff and the board in separate sessions. The results of these conversations can be found in Appendix E.

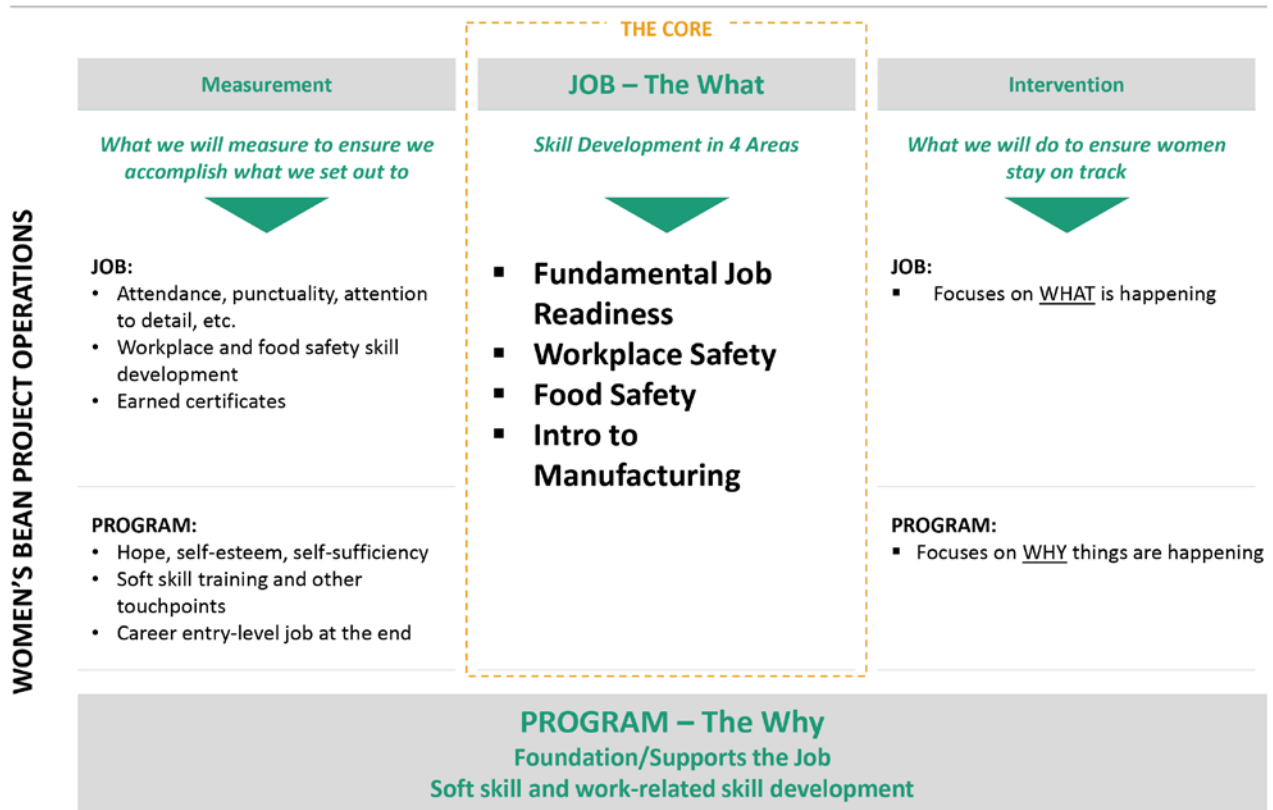
Ultimately, we determined that we do not want to measure our programmatic success merely by whether or not a woman graduates the program and goes onto a job. While important and something we are committed to continuing to track, measuring only the endpoint of a six to nine-month program risks negating all other inputs throughout each woman's tenure. Additionally, without measuring the inputs along the way, there is no means for either projecting which inputs have impact or predicting success. Anecdotally we know that even women who do not complete the program feel a positive impact. Therefore, we determined that we must also track more discrete inputs and outcomes, perhaps referred to as touchpoints, that occur throughout women's tenure with WBP. In the end, the board and staff concluded that a woman is served if there is even one takeaway. Determining which takeaways have the greatest impact on long-term success will take time, but it makes sense to track, and even over-track, until we know. In early 2018 we introduced a program database, Sumac, to allow for tracking of program inputs and outcomes.

Further, training in the behavioral brain science research, along with sharply declining program graduation rates, forced us to determine that we needed to move away from a traditional case

management services model to a coaching model. This model will become the prism through which we train all program staff, interns and mentors.

Lastly, our updated thinking, along with other, previously mentioned changes in the environment begged for a paradigm shift with respect to our business operations relative to program operations. Simply put, this re-alignment will look like this:

Strategic Direction – Realignment



- The transitional JOB will be the primary focus of what we do. As such, a new, stronger Job Readiness curriculum will be developed and women will learn job readiness (defined/refined via feedback from employers), manufacturing processes, changes to health and safety in the workplace and other employment-related skills. We will track and measure the accomplishment of these skills and certificates will be awarded.
- Our business strategy focus will be to continue to move toward positioning ourselves as a consumer-packaged goods company.
- Issues related to employment; e.g., attendance, punctuality and other workplace behavior will be addressed by the business operations team.

Supporting the JOB and the employees will be the work of the program operations

- Operate akin to a strong HR department, providing individual employee support and soft skills training
- Provide support to transitional employees to include coaching and access to resources for basic needs, such as housing, childcare and healthcare.
- Measure touchpoints as well as endpoint of the program, along with long-term outcomes like job retention and mobility up the pay scale.
- Program operations team will support the business operations team in addressing why there are issues in workplace behaviors.

NEXT STEPS: A picture of what the future can hold

In 1912 the British rowing team won the Olympic gold medal in rowing. Then they had an 88-year dry spell, not winning the gold again until the Sydney Olympics in 2000. When asked what helped them finally get back on track, they shared that they had created a new team culture of training around asking themselves one question. This one question would become the filter through which all decisions would be made. It would help them decide which risks to take, equipment to use, training to pursue. This one question for the British rowing team was simple: **Will it make the boat go faster?** This question, relatively simple in concept, became the rowing team's north star, applying to every decision made by every individual involved in the success of the team.

What is WBP's one question that will guide our work in the next three years?

As we move into the future, it will be increasingly important for the entire WBP organization to focus its efforts on one overall goal. Certainly, each team member will have a unique role in supporting this goal, but it will be essential for the entire team to understand the importance of their individual contributions to the ultimate success of WBP. Much like how a row boat's speed is affected both by each individual team member's contribution as well as the entire team's ability to work together to make the boat go faster, the WBP team will view its individual and collective efforts around one effort:

Does this allow us to serve more women better?

This one question will make decisions easier. Each decision can be measured against our goal to serve more women better. We will thus deliberately measure every situation, decision and obstacle relative to this goal.

Through this lens we can visualize the future with a definitive vision for what we want to see happen. We can then remind ourselves of this vision with every decision we make. When we give ourselves the time to think about what we want to see happen, we get insights into how to make it happen. First the what, then the how. Through individual and team discipline we will focus on remaining thoughtful and deliberate about our future and use these intentions to make decisions that will get us to this goal.

What does it mean to serve more women better?

- It means increased, sustainable sales that create jobs and protect margins.

- It means a contributed income funding strategy that gets money to do the right training at the right times.
- It means measuring our impact with each woman and her progress – not just the endpoint of her time with us – in areas such as self-sufficiency, self-esteem and hope.
- It means a concerted effort to track outcomes in addition to whether or not she graduates, gets a job and keeps it. Though important, these items do not begin to tell the whole story of the transformation that happens for a woman as a result of her time at WBP, regardless of whether or not she graduates.
- It means that we look at her job readiness training experience as much as her soft skills training experience and that we do everything we can to ensure she leaves here a better worker, person, mother and community member.
- It means that we will continue to examine and improve institutions that are part of the organization and have served us well (e.g., morning meeting).
- It means that we will use external learning, such as brain science research, to inform the approach to our work and modify where needed (e.g., coaching vs. case management approach).
- It means that partnership and collaboration with other organizations for referrals and support become ever more important.

In the future, when we are serving more women better, it will look like this:

- We are paying competitive wages (and can afford to pay these wages) that encourage the women who need us most to come to WBP to change their lives.
- We are the go-to referral source in the community.
- Women are learning skills they will use in their future jobs.
- Women leave us feeling more hopeful, self-sufficient and with higher self-esteem.
- Women will know how to navigate the benefit cliffs that result from increasing income.
- We will be helping women create decent lives for themselves in which they are earning their success and providing for their families. They will feel they are breaking down the barriers to employment that have consistently stood in their way.

Program Operations: Serve more women better

1. Improve recruitment

From identifying the best possible referral sources, to developing materials to communicate our message, to regular outreach, we will improve how we recruit program participants.

2. Communicate the value proposition of WBP

We will develop messaging and materials to communicate the benefits of a job with WBP over other jobs in the community. Improve messaging around benefits of WBP program – Why WBP – to attract best and most likely to succeed candidates.

3. Create a graduate advisory board

Seeded with recent graduates, we will create this board to share feedback about their experiences at WBP, the training and the relevance to future jobs.

4. Measure/track touchpoints

We will no longer be satisfied to measure only the endpoint of the program; i.e., did she complete the program, get a job, keep a job. Instead, we mark progress along the way; i.e., the touchpoints. How many hours of coaching, job training, computer skills training has she received? What progress has she made in the areas of self-sufficiency, literacy and numeracy, self-esteem, hope?

5. Implement brain behavioral science best practices

Brain science research tells us that the women we hire have experienced a lifetime of trauma and stress resulting from their environments, such as poverty, addiction and incarceration. We know that these stressors impact how they manage their time, plan and respond to challenging and stressful situations. We will develop a coaching model based on trauma informed care, motivational interviewing and the impact of trauma and poverty on executive function skills in adults.

6. Check in with employers

Ensure job readiness and program content continues to be relevant by asking employers for feedback. Identify employer partners to incorporate into training and provide certificates. Explore serving employers by training their entry-level employees.

7. Capture ongoing feedback from daily interactions

Though we aren't big enough to fully implement the Net Promoter system, we can create a comparable means for gathering feedback with the goal of elevating the voices of those least heard and becoming more responsive to their input and feedback. We will build into our operations the practice of listening to the women we seek to help.

8. Navigate the increasing needs of the women we serve

As minimum wage increases we must stay aware of benefits cliffs the program participants will experience. It will be necessary to work even more intimately with partners, including workforce development groups, SNAP E&T, housing and other basic needs service providers to ensure women's need are being met from all sides.

9. Change drug testing policy

Understanding that relapse is a part of recovery, we will revisit our policies around drug testing and positive test results. Our policies will be mindful of our role as an employer and the effects of drug use on the workplace and the women's job performance. We will seek to find successful approaches amongst peers and create a model for WBP. We will also develop better supports for sobriety.

Business Operations: Serve more women better

1. Increase sales to hire more women

The sales and marketing team must ensure their efforts are filtered through the question: Does this lead to hiring more women? Because not all sales are created equally, consideration for margin by sales channel must be given. Sales goals for the next three years will be set after an analysis of the growth opportunities in key sales channels, including online, grocery and small wholesale accounts.

2. Improve blended margin

To improve the overall margin of the business, we will take a number of actions. We will identify ways to automate our production processes and streamline. Additionally, we will apply continuous improvement processes to our materials management and purchasing to ensure best pricing. In sales we will balance our sales and marketing efforts across sales channels to create greater sales in higher margin channels.

3. Ensure sustainability of new accounts

A single order – even a large one - from a new account does not lead to more jobs. Therefore we will invest in promotions and other drivers of sales to ensure repeat orders.

4. Become more Consumer Packaged Goods focused in our marketing

Recognizing that we are in an increasingly crowded feel-good marketplace with many options for consumers to feel good about their purchases, we will increasingly position our business as a consumer packaged goods company, using the mission to leverage the buying decision. The first step toward this shift was our change in packaging. The second has been to launch a new website. Next we will look at the variety of ways to drive traffic to our website and use the site to cross promote to other sales channels. We will continuously benchmark our efforts against industry standards.

5. Continue to feed new products into product mix

We will create an ongoing analysis of our product mix to identify any that need to be retired, while also keeping our finger on the pulse of culinary trends to inform new product introductions. We will create a new product pipeline, a plan for rolling out new products and methods for assessing success of new products.

6. Organize communications across all areas of the organization

Using the 30th anniversary as a platform, we will develop a plan that touches all parts of WBP communications. Using the mission to support sales, we will continue to optimize search engine results, Google Ads and other social media opportunities.

7. Automate production processes

We will start by determining the best equipment options for streamlining production and find funding to purchase the equipment. We will then develop training and implement new SOPs for production. IN addition to increasing our production capacity through automation, we anticipate this will provide more applicable skills for program participants.

7. Build Job Readiness training curriculum

With the job as the primary focus for the women's time with us, this training will run in parallel to program training. The program participants' time will not merely involve working on the production floor but will also include concrete skill development in transferable, certifiable skills. We will explore partnerships to help develop and subsidize job readiness training wages.

8. Explore piecework and fulfillment as a viable add-on to our business operations

Through intense analysis, we will determine if growing piecework business and offering fulfillment for piecework customers makes sense. We will examine the opportunity cost of pursuing this business and determine what would be required for us to do this work profitably.

9. Address building constraints

In this strategic plan period we will actively pursue SunValley Ecodistrict as the future home for WBP. Meanwhile, we will opportunistically pursue other solutions as they arise. Based on the changes to the business and program operations, growth in sales and other developments that arise as an outcome of the strategic plan, this may include updating the analysis of our future space needs that was originally completed in 2012.

Contributed income: Serve more women better

1. Prepare for possible impact of tax reform

Watch for and respond to the changes in giving that may result from tax reform. Plan ahead with donor communications that focus on belief in the mission and impact versus tax benefits.

2. Create strategic development plan

This plan will consider the opportunity to raise funds for program operations as a whole, while also funding discrete component parts. Additionally, we will explore opportunities to fund job readiness training as a means for off-setting cost of goods in the business.

Using own data, as well as the accumulated experience and relationships resulting from stability in the Development department, we will move from a mentality of short term, transactional giving, to long term cultivation. We will develop multi-prong cultivation plan for donors to move them toward major gifts and encourage a culture of giving across the entire organization and our stakeholders.

3. Expand labor subsidy relationships

We will explore fee-for-service/wage subsidy relationships with government entities such as SNAP Employment & Training, Workforce Development and Human Services. We will also pursue other avenues to support employment training, allowing us to afford to serve more women and to serve them in the best way we are able.

4. Exploit the 30th anniversary of WBP

Utilize the 30th anniversary as a platform for credibility building, donor communications and support for long-term plans.

THE SHAPE OF THINGS TO COME

We have a dream. In 2021, Women's Bean Project's 32nd year of operations, we hope to have cemented our position as a growing and thriving social enterprise that prepares women in our community who are the hardest to employ for a future of employment and stability.

We will be a business that uses automation and equipment to its advantage to manage costs and teach relevant, transferable skills. We will be running a profitable, scalable business, paying a competitive wage, and growing in ways that allows for new customer acquisition and reinvestment in our business. Through smart brand management we will have a stand-out brand in the consumer packaged goods marketplace. We will be on our way to resolving our facility constraints with a viable, long-term solution.

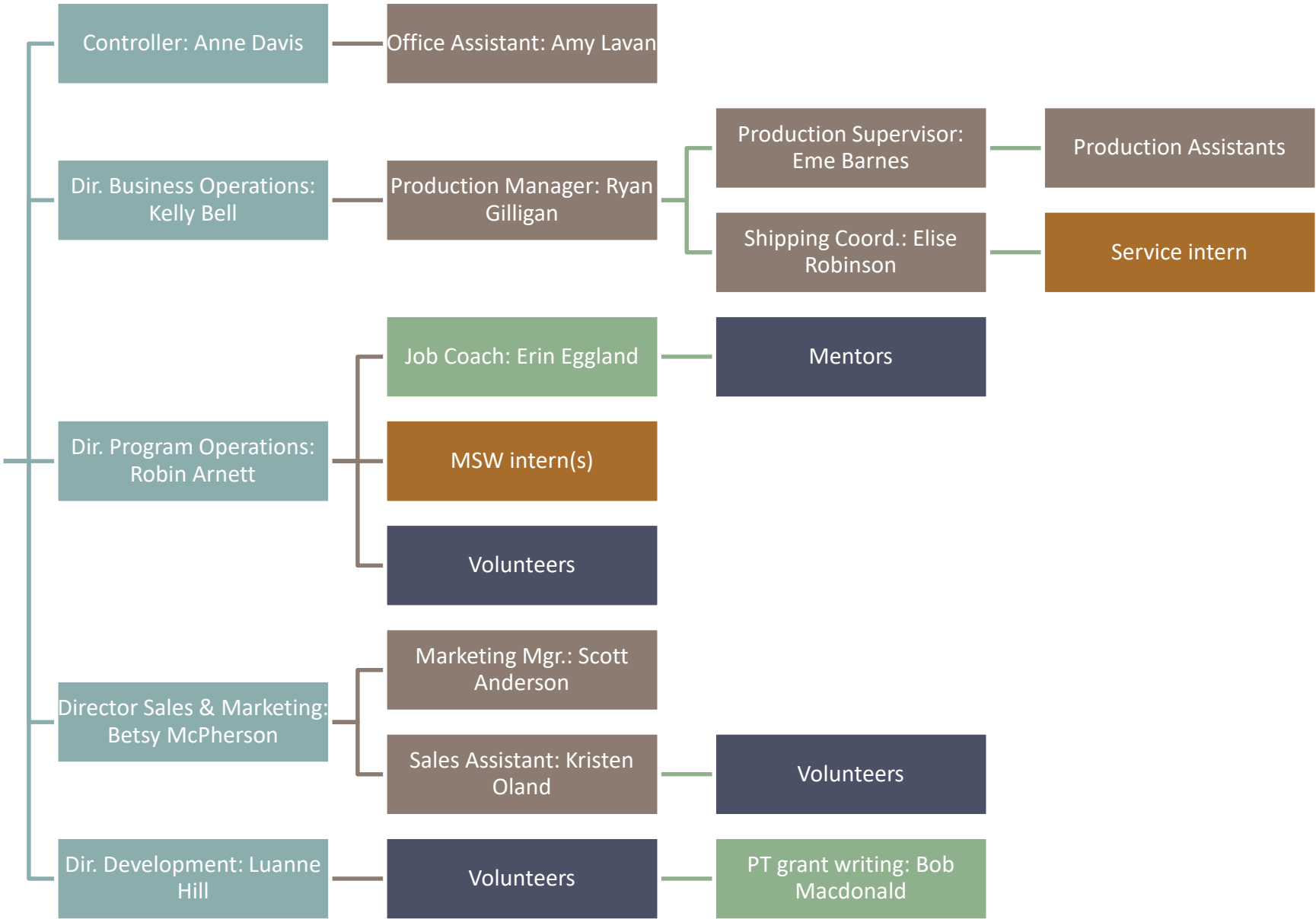
We will be the place for women who are ready to come to work, learn and change their lives. Referral sources in the community will clearly understand what WBP offers and we will be the preferred partner for helping women transition into the workforce. Women will leave us feeling more hopeful, with higher self-esteem and headed on the path to self-sufficiency. While remaining clear about our place on the continuum of services, we will support women at all stages of their journeys. We will have progressed in our tracking of program touchpoints and be at the beginning of determining at how the data we capture can be predictive of future success. We will be using this data to inform adjustments to our program and business operations.

We will be taking a holistic, long-term approach to our relationships with all stakeholders, including Donors, Customers, Funders, and the women we serve. We will encourage our supporters to come on the journey with us, engaging them and making them feel a part of our success.

As a leader in the social enterprise community, we will share our what we learn to help others and potentially create a replicable model for social enterprise transitional employment.

This is the vision of our preferred future. We invite you to join us.

CEO: Tamra Ryan



Findings & Considerations

2017-18 Barton Fellowship | Alex Lustig & Jennifer Wilson



WOMEN'S
BEAN PROJECT™





Overview

Research questions:

1. Who is the “right” participant? (user profile)
2. Where can we find the “right participant? (community partners)
3. How do we recruit the “right” participant? (outreach strategy)
4. What services do we offer to best serve the needs of the “right” participant?
(coaching strategy)

Interviews and focus groups conducted with **over 55 individuals**
(including current & potential referral sources, analogous organizations, current &
potential participants, and WBP staff).



Referral Sources & Analogous Orgs

- ✓ Positive impression among those who know
- ✓ Those interviewed not referring
- ✓ Perceived duplication of services
- ✓ Minimum wage not enough
- ✓ Warm hand-offs preferred





Current Participants

- ✓ Unanimously positive & beneficial experience
- ✓ Programming & wrap-around supports frequently cited
- ✓ Knew very little coming in
- ✓ Most enthusiastically refer others to WBP
- ✓ Clear distinction between staff and participants





Potential Participants

- ✓ Minimum wage questionably not enough to apply
- ✓ Struck by inclusive nature of WBP and broad-based training
- ✓ In-person applications can present barrier to applying
- ✓ Extra benefits go a long way





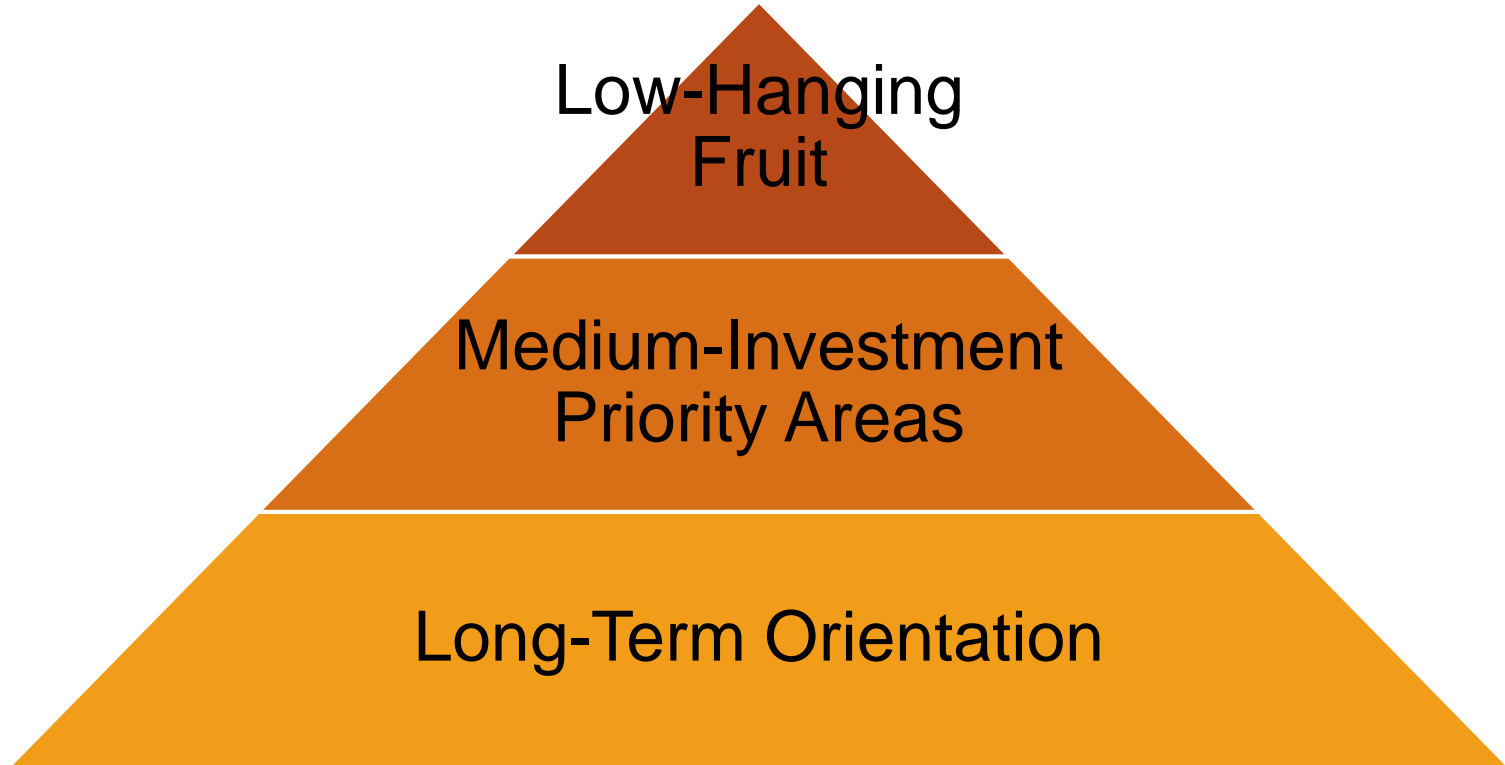
WBP Staff

- ✓ Case management/coaching/HR takes majority of time
- ✓ Not enough time for community outreach
- ✓ Participants regularly share ideas about how to improve WBP
- ✓ Retention metrics/goals unclear





Future Considerations





Low-Hanging Fruit

1. Host classes/meetings outside of WBP (ex. picnics in park)
2. Form participant advisory council
3. Build morale (ex. pizza party goals, staff working the line)
4. Host onsite interviews/hiring at ICCS-West or The Gathering Place
5. Invite participants to conduct offsite recruitment
6. Create meaningful title for “participants”
7. Revise outreach materials/highlight value proposition
8. Offer online application
9. Provide detailed application checklist on website
10. Create process for participants to evaluate WBP staff



Medium-Investment Priority Areas

Enhance competitive advantage

1. Market the value proposition
2. Increase minimum wage
3. Consider the length of the program
4. Dedicate additional resources to outreach & recruitment



Long-Term Orientation

Current technologies have the potential to automate roughly 50% of the world's current work activities.

By 2030, as much as 1/3 of the workforce could be displaced by automation.

In the near future, 83% of jobs making <\$20/hour will come under pressure from AI.

- What does this mean for WBP?
- What skills do you want participants to leave with?
- What things, beyond your imagination, will change the future of WBP and the way the organization has to run?



Barton Work

Scope 1
(Jan-Apr)

Interviews &
findings

Scope 2
(Apr-May)

Two-Tier
Partnership Plan

Participant
Workshop (value
proposition)

INTERNAL	EXTERNAL
<p>STRENGTHS to leverage</p> <p>Stable financial position operationally. Reputation in local community and social enterprise world. Local and national recognition for organizational longevity. Historical Success Rates of the program. High involvement from local community. 200+ Volunteers and engaged in many ways. Program knowledge and historical data. Graduates as ambassadors and recruiters. Building ownership. REDF relationship. Stand-together relationship. Staff and leadership stability. Longstanding and strong vendor relationships. Stable financial position operationally.</p>	<p>OPPORTUNITIES (what can we take advantage of right now, what are longer term opportunities)</p> <p>Automation of production processes. 30th anniversary as a messaging and promotional platform. Sun Valley Ecodistrict redevelopment Tapping differences in millennials' desire to be involved and ways of giving. Volunteerism New packaging and products Leverage success with new customers Millennials Graduates as ambassadors Leverage the building Think outside the box re: hiring Re-entry population hiring Piecework 2nd shift Vendor relationships Measure discrete program activities Build our own website sales Level 2 program leadership Employment solutions in temporary work Strong follow up and support of graduates Increase board diversity Forecasted labor shortage. Shift program focus to serve employers' entry level employee needs. New products that open up to new markets and customers. New product ideation; new flavors of existing and new products. Position WBP as CPG company foremost, with mission to reinforce the buying decision. Move donors to monthly giving. Increased work requirements for government support.</p>
<p>WEAKNESSES (turn into strengths – these are the most critical to address to compete better and improve continuously)</p> <p>Program knowledge and data (what is the special sauce, is it overcomplicated?). Only basic program information captured. Operations exceeding physical plant capacity. Narrowly focused mission and products. No room for financial risk taking. Sacrifice quality for quantity of women hired due to labor needs. Uneven sales due to seasonality. Lack of infrastructure to support basic needs of program participants. Production processes almost entirely manual. Lack of board diversity. Inability to make piecework profitable for WBP and affordable for customers.</p>	<p>THREATS (Risks to WBP outside of our control that could negatively impact us)</p> <p>Increased cost of labor due to minimum wage increase. Changes in food labeling requirements. Grocery industry changes (e.g., impact of Amazon/Whole Foods) Tax law changes as a threat to giving. 3201 Curtis Street building at capacity Loss of REDF funding Increasing minimum wage Risk of low sell-through in new grocery accounts. Low unemployment rate Housing costs/affordable housing shortage Changes in customer food preferences. Sourcing concentration; e.g., RM Spice Small retail distribution channels (brick and mortar) Job retention rates - employer burnout Rapid growth of lower margin sales</p>

Women's Bean Project
Income Statement Detail
12 Month Rolling

	Jan-17	Feb-17	Mar-17
Revenue			
Contribution Revenue			
Grant Revenue			
Grant Revenue - Unrestricted	\$ -	\$ 1,500.00	\$ 27,500.00
Grant Revenue Total	\$ -	\$ 1,500.00	\$ 27,500.00
Donation Revenue			
Donated Vehicles	\$ 90.00	\$ -	\$ 300.00
Donations - Unrestricted	\$ 19,348.88	\$ 10,036.00	\$ 11,039.55
Donations - In-Kind	\$ -	\$ 81,213.70	\$ 10,288.16
Google Adwords Grant	\$ -	\$ -	\$ -
Corporate Sponsorships	\$ -	\$ -	\$ -
Community Shares Giving	\$ -	\$ -	\$ -
Donation Revenue Total	\$ 19,438.88	\$ 91,249.70	\$ 21,627.71
Donations/Grants Temporarily Restricted			
Grant Revenue - Restricted	\$ 3,000.00	\$ -	\$ -
Donation Revenue Restricted	\$ -	\$ -	\$ 50.00
Donations - Seed to Sprout Restricted	\$ 3,500.00	\$ 11,000.00	\$ -
Seed to Sprouts Pledged Income	\$ (5,100.00)	\$ -	\$ -
Donations/Grants Temp Restricted Total	\$ 1,400.00	\$ 11,000.00	\$ 50.00
Event Revenue			
Third Party Events	\$ -	\$ -	\$ -
Event Sponsorships	\$ -	\$ 8,400.00	\$ 5,675.00
Ready, Set, Grow Revenue	\$ -	\$ (1,500.00)	\$ 2,362.26
Special Events	\$ -	\$ -	\$ -
Day of Event Expenses	\$ -	\$ (3,640.87)	\$ (173.31)
Pledge Allowance Deduction	\$ -	\$ -	\$ -
Event Revenue Total	\$ -	\$ 3,259.13	\$ 7,863.95
Other Revenue			
Speaking Fees	\$ -	\$ 200.00	\$ -
Labor Reimbursement	\$ -	\$ 10,236.70	\$ -
Wage Subsidies	\$ -	\$ -	\$ -

Other Income/Expense	\$ 22.64	\$ 16.06	\$ 42.46
Other Revenue Total	\$ 22.64	\$ 10,452.76	\$ 42.46
Total Contribution Revenue	\$ 20,861.52	\$ 117,461.59	\$ 57,084.12
Sales Revenue			
Product Sales	\$ 67,484.35	\$ 42,633.07	\$ 52,509.70
Jewelry Sales	\$ 720.90	\$ 354.89	\$ 899.68
Shipping Income	\$ 6,749.84	\$ 2,863.27	\$ 1,820.66
Bad Debt Allowance & Recovery	\$ -	\$ -	\$ -
Piecework Income	\$ -	\$ -	\$ 298.76
Sales Discounts	\$ (2,387.00)	\$ (377.00)	\$ (776.74)
Returns & Allowances	\$ (543.00)	\$ (163.15)	\$ (4,941.56)
Sales Revenue Total	\$ 72,025.09	\$ 45,311.08	\$ 49,810.50
Total Revenue	\$ 92,886.61	\$ 162,772.67	\$ 106,894.62
Cost of Goods Sold			
Cost of Goods Expenses			
Trade Discounts	\$ 3,148.82	\$ 3,428.24	\$ -
Cost of Goods Sold - Product	\$ 25,140.79	\$ 12,968.90	\$ 16,507.74
Cost of Goods Sold - Jewelry	\$ 238.34	\$ 129.82	\$ 340.01
Royalties	\$ 998.17	\$ -	\$ -
Other Cost of Goods Expenses	\$ 1.50	\$ 343.70	\$ 290.80
Cost of Goods Sold - Other Inventory	\$ 574.52	\$ 216.28	\$ 92.95
Shipping Expenses	\$ 11,218.20	\$ 6,212.89	\$ 4,603.71
Freight Expenses	\$ 1,023.00	\$ 907.65	\$ 784.18
Shipping Supplies	\$ 510.00	\$ 4,175.52	\$ 864.84
Inventory Loss/Disposal	\$ (812.46)	\$ (382.44)	\$ (418.51)
Inventory Damaged Goods Returns	\$ -	\$ -	\$ 90.73
Cost of Goods Expense Total	\$ 42,040.88	\$ 28,000.56	\$ 23,156.45
Cost of Goods Wages - Participants			
Participant Wages	\$ 17,799.38	\$ 17,836.82	\$ 21,109.93
Participant Taxes	\$ 2,254.84	\$ 2,354.59	\$ 1,686.35
Participant Worker's Comp	\$ -	\$ -	\$ 150.28
Cost of Goods Wages - Participants Total	\$ 20,054.22	\$ 20,191.41	\$ 22,946.56
Cost of Goods Wages - Staff			
Staff Wages	\$ 24,173.49	\$ 19,490.10	\$ 13,611.29
Staff Taxes	\$ -	\$ -	\$ 1,172.90
Staff Worker's Comp	\$ -	\$ -	\$ 80.92

Cost of Goods Wages - Staff Total	\$ 24,173.49	\$ 19,490.10	\$ 14,865.11
Total Cost of Goods Sold	\$ 86,268.59	\$ 67,682.07	\$ 60,968.12
Sales Profit/(Loss)	\$ (14,243.50)	\$ (22,370.99)	\$ (11,157.62)
Gross Profit/(Loss)	\$ 6,618.02	\$ 95,090.60	\$ 45,926.50
Operating Expenses			
Marketing & Sales			
Advertising, Promotions, & Sales	\$ -	\$ 80,995.96	\$ 8,187.79
Booth Fees	\$ -	\$ -	\$ 325.65
Miscellaneous Distributor Fees	\$ -	\$ -	\$ -
Holiday Open House Expenses	\$ -	\$ -	\$ -
Marketing Expenses	\$ 9.85	\$ -	\$ 1,943.88
Google Adwords Spend	\$ -	\$ -	\$ -
Catalog & Marketing Materials	\$ -	\$ -	\$ -
Product Development	\$ -	\$ -	\$ 4,000.00
Commissions Expenses	\$ -	\$ -	\$ 897.88
Public Relations	\$ -	\$ -	\$ -
Marketing & Sales Total	\$ 9.85	\$ 80,995.96	\$ 15,355.20
Development & Volunteer Expenses			
Donations Processing Fees	\$ -	\$ -	\$ 12.60
Beans Talk Tours	\$ 16.47	\$ 33.93	\$ 67.06
Volunteer Recognition	\$ -	\$ -	\$ -
Fund Raising Expense	\$ -	\$ -	\$ 100.00
Sponsor & Volunteer Gifts	\$ -	\$ -	\$ -
Development & Volunteer Totals	\$ 16.47	\$ 33.93	\$ 179.66
Program Expenses			
Basic Needs Expenses	\$ 361.38	\$ 524.88	\$ 510.00
Basic Needs Wages	\$ -	\$ -	\$ 618.47
Behavioral Assessments	\$ -	\$ -	\$ -
Background Checks	\$ -	\$ -	\$ 20.55
Job Readiness	\$ -	\$ -	\$ -
Participant Training Expenses	\$ -	\$ -	\$ 445.72
Vocational Classes	\$ -	\$ 320.00	\$ 2,866.42
Drug Screening	\$ -	\$ -	\$ 394.77
Bus Passes	\$ 318.35	\$ (94.50)	\$ (2,024.47)
Job Search Expenses	\$ -	\$ -	\$ 869.56
Life Skills Training	\$ 800.00	\$ 800.00	\$ -
Participant Special Events	\$ 580.84	\$ -	\$ -

Miscellaneous Program Expense	\$ -	\$ 217.74	\$ -
Performance Reviews	\$ -	\$ -	\$ -
Graduate Incentives	\$ 200.00	\$ 100.00	\$ -
Intake Assistance	\$ -	\$ -	\$ -
Participant Graduation & Gift Expenses	\$ -	\$ -	\$ -
Participant PTO	\$ 760.78	\$ 1,292.64	\$ 816.11
Merit Pay - Participants	\$ -	\$ -	\$ 1,050.00
Program Expenses	\$ 3,021.35	\$ 3,160.76	\$ 5,567.13
Facility Expenses			
Facility General Expenses	\$ 1,990.50	\$ 154.50	\$ 2,864.00
Facility Rent Expenses	\$ -	\$ -	\$ -
Janitorial Expenses	\$ 512.06	\$ 220.00	\$ 628.04
Utilities	\$ 1,218.48	\$ 1,113.73	\$ 1,018.33
Facility Expenses Total	\$ 3,721.04	\$ 1,488.23	\$ 4,510.37
Computer & Equipment			
Computer & IT Support	\$ -	\$ 756.50	\$ 569.32
Internet Expenses	\$ -	\$ 1,640.94	\$ 124.90
Computer Software Subscriptions & Support	\$ -	\$ 2,917.00	\$ 2,960.50
Software Expenses	\$ -	\$ -	\$ -
Equipment Purchases	\$ -	\$ -	\$ -
Equipment Rental	\$ 870.00	\$ 156.30	\$ -
Repairs & Maintenance	\$ 74.97	\$ 74.97	\$ -
Telephone Expenses	\$ -	\$ 125.00	\$ 494.83
Website Expenses	\$ 62.50	\$ 1,150.00	\$ 996.75
Computer & Equipment Total	\$ 1,007.47	\$ 6,820.71	\$ 5,146.30
Insurance Expense			
Auto Insurance	\$ -	\$ -	\$ 178.06
Directors & Officer's Insurance	\$ 231.33	\$ 231.33	\$ 245.25
General Liability & Property Insurance	\$ 895.92	\$ 895.92	\$ 934.79
Insurance Expense Total	\$ 1,127.25	\$ 1,127.25	\$ 1,358.10
Office & General Admin Expenses			
Auto Expense	\$ -	\$ -	\$ -
Non-Product Delivery & Shipping	\$ 54.77	\$ -	\$ -
Dues & Subscriptions	\$ 455.67	\$ 1,132.67	\$ 416.53
Licenses & Fees	\$ 632.34	\$ 694.89	\$ 273.27
Meeting Expenses	\$ -	\$ 257.33	\$ 126.44
Office Supplies	\$ 407.28	\$ 393.43	\$ 539.77
Postage	\$ 197.25	\$ 1,145.54	\$ 200.00
Printing Expense	\$ -	\$ 2,187.64	\$ 131.06

Real Estate Planning	\$ -	\$ -	\$ -
Supplies Other	\$ 2,037.09	\$ (9,448.92)	\$ -
Property Taxes	\$ -	\$ -	\$ -
Sales Taxes	\$ 435.01	\$ -	\$ -
Office & General Admin Expenses Total	\$ 4,219.41	\$ (3,637.42)	\$ 1,687.07
Banking, Legal, & Accounting			
Credit Card Processing Fees	\$ -	\$ -	\$ 720.25
Online Vendor Fees	\$ 5,037.58	\$ 984.13	\$ 72.18
Bank & Payroll Fees	\$ 1,334.41	\$ 860.44	\$ 793.94
Legal & Accounting	\$ -	\$ -	\$ -
Regulatory Inspections & Audits	\$ -	\$ 1,795.00	\$ -
Banking, Legal, & Accounting	\$ 6,371.99	\$ 3,639.57	\$ 1,586.37
Contract Labor & Outside Services			
Intern Expense	\$ 4,683.00	\$ 1,683.00	\$ 953.00
Contract Services	\$ 2,400.00	\$ 2,400.00	\$ 1,000.00
Outside Services	\$ 345.00	\$ -	\$ -
Contract Labor & Outside Services	\$ 7,428.00	\$ 4,083.00	\$ 1,953.00
Salaries & Benefits			
Education & Staff Training	\$ -	\$ -	\$ -
Employee Insurance Benefits	\$ 4,223.12	\$ 2,447.04	\$ 5,036.32
Worker's Comp - Staff	\$ 910.00	\$ 1,050.00	\$ 57.80
Recruiting	\$ -	\$ -	\$ -
Mileage Reimbursement	\$ -	\$ -	\$ -
Staff Salaries	\$ 18,671.65	\$ 18,058.22	\$ 33,835.13
Staff Payroll Taxes	\$ 5,001.52	\$ 4,285.45	\$ 3,079.89
Staff SIMPLE IRA Contributions	\$ -	\$ -	\$ -
Travel & Meals	\$ -	\$ 736.88	\$ 1.25
Salaries & Benefits Total	\$ 28,806.29	\$ 26,577.59	\$ 42,010.39
Bad Debt & Interest Expense			
Bad Debt	\$ (648.62)	\$ -	\$ 1,250.00
Interest	\$ 2,482.13	\$ 2,240.57	\$ 1,619.31
Bad Debt & Interest Expense Total	\$ 1,833.51	\$ 2,240.57	\$ 2,869.31
Depreciation & Amortization			
Amortization Expense	\$ 390.48	\$ 390.48	\$ 316.36
Gain/Loss on Sale of Asset	\$ -	\$ -	\$ -
Depreciation Expense	\$ 3,833.78	\$ 4,941.32	\$ 3,624.52

Depreciation & Amortization Total	\$ 4,224.26	\$ 5,331.80	\$ 3,940.88
Total Operating Expenses	\$ 61,786.89	\$ 131,861.95	\$ 86,163.78
Net Income/(Loss)	\$ (55,168.87)	\$ (36,771.35)	\$ (40,237.28)

\$ 386.15	\$ 39.20	\$ 27.60	\$ 21.68	\$ 12.75	\$ 22.15	\$ 23.24
\$ 386.15	\$ 39.20	\$ 2,027.60	\$ 21.68	\$ 12.75	\$ 22.15	\$ 23.24
\$ 212,879.16	\$ 89,344.45	\$ 107,945.83	\$ 4,962.73	\$ 57,321.01	\$ 52,495.66	\$ 32,068.09

\$ 29,098.23	\$ 28,678.10	\$ 14,520.51	\$ 31,649.51	\$ 49,131.36	\$ 106,421.66	\$ 131,792.77
\$ 701.09	\$ 752.20	\$ 542.44	\$ 406.08	\$ 343.77	\$ 278.34	\$ 510.40
\$ 1,145.96	\$ 2,607.81	\$ 990.34	\$ 1,850.86	\$ 683.96	\$ 505.11	\$ 3,200.54
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 1,209.60	\$ 1,922.80	\$ 3,043.41	\$ 4,377.00	\$ 3,584.30	\$ 7,834.15	\$ 312.75
\$ (1,789.37)	\$ (2,686.01)	\$ (1,563.50)	\$ (222.80)	\$ (931.70)	\$ (1,385.83)	\$ (3,339.93)
\$ (659.18)	\$ (811.24)	\$ (483.23)	\$ (410.37)	\$ (1,458.88)	\$ (770.25)	\$ (8,905.37)
\$ 29,706.33	\$ 30,463.66	\$ 17,049.97	\$ 37,650.28	\$ 51,352.81	\$ 112,883.18	\$ 123,571.16
\$ 242,585.49	\$ 119,808.11	\$ 124,995.80	\$ 42,613.01	\$ 108,673.82	\$ 165,378.84	\$ 155,639.25

\$ 11.64	\$ 3.10	\$ 8.51	\$ 47.95	\$ -	\$ -	\$ (26.50)
\$ 23,939.08	\$ (4,468.74)	\$ 32,683.48	\$ 5,871.06	\$ 9,623.27	\$ 23,724.36	\$ 45,985.49
\$ 363.82	\$ 372.38	\$ (160.15)	\$ 139.11	\$ 592.04	\$ 144.32	\$ 183.37
\$ 464.79	\$ -	\$ -	\$ 253.30	\$ -	\$ -	\$ 245.16
\$ 515.19	\$ 11,033.96	\$ 2,265.85	\$ 2,179.00	\$ 4,462.33	\$ 4,276.22	\$ 3,738.79
\$ 36.75	\$ 18.50	\$ (625.25)	\$ -	\$ (78.65)	\$ (71.65)	\$ -
\$ 3,356.32	\$ 3,267.60	\$ 3,593.10	\$ 3,003.08	\$ 2,792.75	\$ 4,040.55	\$ 8,176.89
\$ 188.97	\$ 1,195.23	\$ 726.75	\$ -	\$ 422.51	\$ 1,921.91	\$ 4,106.24
\$ -	\$ 873.38	\$ 3,842.32	\$ 40.26	\$ 1,421.36	\$ 4,800.37	\$ 1,941.35
\$ 1,593.09	\$ 16,969.74	\$ (23,631.52)	\$ 3,700.79	\$ (1,975.55)	\$ 12,216.44	\$ 771.17
\$ (188.64)	\$ 6.38	\$ (4.05)	\$ 13.15	\$ 276.20	\$ (36.67)	\$ 36.67
\$ 30,281.01	\$ 29,271.53	\$ 18,699.04	\$ 15,247.70	\$ 17,536.26	\$ 51,015.85	\$ 65,158.63

\$ 29,274.25	\$ 15,441.25	\$ 63,711.85	\$ 11,796.60	\$ 21,460.63	\$ 35,438.61	\$ 36,534.62
\$ 1,786.05	\$ 1,426.85	\$ 9,706.31	\$ 1,317.25	\$ 1,488.07	\$ 1,512.38	\$ 2,622.14
\$ 427.44	\$ 427.44	\$ 427.44	\$ -	\$ (113.36)	\$ -	\$ -
\$ 31,487.74	\$ 17,295.54	\$ 73,845.60	\$ 13,113.85	\$ 22,835.34	\$ 36,950.99	\$ 39,156.76

\$ 17,173.67	\$ 13,188.70	\$ 6,078.78	\$ 11,237.47	\$ 12,340.80	\$ 11,900.00	\$ 18,437.85
\$ 1,002.45	\$ 897.14	\$ 939.93	\$ 1,000.59	\$ 850.37	\$ 855.77	\$ 1,345.44
\$ 230.16	\$ 230.16	\$ 230.16	\$ -	\$ (61.04)	\$ -	\$ -

\$ 18,406.28	\$ 14,316.00	\$ 7,248.87	\$ 12,238.06	\$ 13,130.13	\$ 12,755.77	\$ 19,783.29
\$ 80,175.03	\$ 60,883.07	\$ 99,793.51	\$ 40,599.61	\$ 53,501.73	\$ 100,722.61	\$ 124,098.68
\$ (50,468.70)	\$ (30,419.41)	\$ (82,743.54)	\$ (2,949.33)	\$ (2,148.92)	\$ 12,160.57	\$ (527.52)
\$ 162,410.46	\$ 58,925.04	\$ 25,202.29	\$ 2,013.40	\$ 55,172.09	\$ 64,656.23	\$ 31,540.57

\$ 9,966.00	\$ 4,686.29	\$ 9,601.53	\$ -	\$ 9.00	\$ 6,285.26	\$ 500.00
\$ 284.71	\$ 102.56	\$ 141.53	\$ -	\$ -	\$ 680.00	\$ 972.00
\$ 191.49	\$ 384.96	\$ 485.76	\$ 137.47	\$ 1,174.94	\$ 1,090.00	\$ 811.38
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 136.50	\$ 196.45	\$ 3,791.40	\$ 136.50	\$ 363.91	\$ 643.12	\$ (9,742.49)
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,892.97
\$ 2.92	\$ -	\$ 2,470.00	\$ -	\$ -	\$ -	\$ -
\$ 989.16	\$ 575.06	\$ 525.80	\$ 226.44	\$ 916.81	\$ 976.32	\$ 2,212.98
\$ -	\$ 2,165.50	\$ 18,945.71	\$ (3.00)	\$ 500.00	\$ -	\$ 94.68

\$ 11,570.78	\$ 8,110.82	\$ 35,961.73	\$ 497.41	\$ 2,964.66	\$ 9,674.70	\$ 11,741.52
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\$ 2.88	\$ 28.70	\$ 13.32	\$ -	\$ 13.32	\$ 26.43	\$ 14.08
\$ 110.83	\$ 11.50	\$ 18.51	\$ -	\$ 120.64	\$ 122.06	\$ 101.20
\$ -	\$ -	\$ 39.89	\$ -	\$ -	\$ -	\$ -
\$ 71.22	\$ 4.28	\$ 566.06	\$ -	\$ 658.92	\$ 54.00	\$ 54.38
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

\$ 184.93	\$ 44.48	\$ 637.78	\$ -	\$ 792.88	\$ 202.49	\$ 169.66
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\$ (70.02)	\$ -	\$ -	\$ -	\$ -	\$ 600.00	\$ 200.00
\$ 1,378.74	\$ 892.81	\$ 355.72	\$ 861.09	\$ 469.66	\$ 709.12	\$ 788.18
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 155.35	\$ -	\$ 62.20	\$ -	\$ -	\$ 68.50	\$ 47.95
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 1,069.53	\$ 583.63	\$ -	\$ 823.05	\$ 106.95	\$ -	\$ 406.88
\$ 100.00	\$ 150.00	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ 192.00	\$ -	\$ -	\$ 333.50	\$ 384.00	\$ 758.00
\$ (123.75)	\$ 371.25	\$ 222.75	\$ 519.75	\$ 1,039.50	\$ 1,751.00	\$ 1,504.00
\$ 690.55	\$ 256.82	\$ 139.50	\$ 20.93	\$ 95.33	\$ 144.16	\$ 230.18
\$ 360.00	\$ 732.49	\$ 554.35	\$ 840.00	\$ 854.83	\$ 240.00	\$ 510.00
\$ -	\$ 461.92	\$ -	\$ -	\$ 61.25	\$ 318.00	\$ 17.96

\$ -	\$ -	\$ -	\$ -	\$ 20.35	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ 1,000.00	\$ 400.00	\$ 100.00	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 971.88	\$ 599.86	\$ 516.16	\$ 714.16	\$ 446.14	\$ 786.14	\$ 1,146.25
\$ 1,275.00	\$ 1,050.00	\$ 675.00	\$ 675.00	\$ 1,125.00	\$ 1,125.00	\$ 1,462.50
\$ 5,807.28	\$ 6,290.78	\$ 2,925.68	\$ 4,553.98	\$ 4,552.51	\$ 6,125.92	\$ 7,071.90

\$ 3,213.59	\$ 1,387.02	\$ 18,774.44	\$ (15,883.48)	\$ 1,251.85	\$ 1,050.88	\$ 16,835.53
\$ 3,750.00	\$ 1,875.00	\$ 1,875.00	\$ 1,875.00	\$ 1,875.00	\$ 1,875.00	\$ 1,875.00
\$ 136.72	\$ 961.56	\$ 390.46	\$ 696.00	\$ 1,201.43	\$ 103.98	\$ 1,195.11
\$ 953.15	\$ 1,024.04	\$ 1,531.30	\$ 1,762.32	\$ 1,934.21	\$ 1,778.81	\$ 1,397.86
\$ 8,053.46	\$ 5,247.62	\$ 22,571.20	\$ (11,550.16)	\$ 6,262.49	\$ 4,808.67	\$ 21,303.50

\$ 237.38	\$ 472.00	\$ 271.30	\$ -	\$ 452.07	\$ 4,344.21	\$ 343.46
\$ 129.85	\$ 129.85	\$ 254.75	\$ -	\$ 259.70	\$ 129.85	\$ 144.85
\$ 2,908.00	\$ 2,773.00	\$ 3,834.90	\$ 3,112.98	\$ 5,079.50	\$ 5,714.00	\$ 9,690.00
\$ -	\$ -	\$ -	\$ -	\$ 672.00	\$ -	\$ 499.00
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ 361.00	\$ 40.84	\$ -	\$ 361.00	\$ -	\$ -
\$ -	\$ -	\$ -	\$ 158.46	\$ 262.71	\$ 68.27	\$ -
\$ 366.22	\$ 261.59	\$ 526.51	\$ -	\$ 520.09	\$ 265.61	\$ 296.69
\$ 215.50	\$ 295.25	\$ 153.00	\$ 406.25	\$ 451.50	\$ 1,107.75	\$ 420.25
\$ 3,856.95	\$ 4,292.69	\$ 5,081.30	\$ 3,677.69	\$ 8,058.57	\$ 11,629.69	\$ 11,394.25

\$ -	\$ 25.60	\$ -	\$ 380.70	\$ 190.03	\$ 192.86	\$ 253.68
\$ 245.25	\$ 245.25	\$ 245.25	\$ 227.58	\$ 227.58	\$ 227.58	\$ 227.58
\$ -	\$ 134.40	\$ 75.00	\$ 2,998.70	\$ 997.69	\$ 1,012.54	\$ 1,006.87
\$ 245.25	\$ 405.25	\$ 320.25	\$ 3,606.98	\$ 1,415.30	\$ 1,432.98	\$ 1,488.13

\$ -	\$ 116.97	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 1,119.14	\$ 341.53	\$ 341.53	\$ 341.53	\$ 1,351.53	\$ 743.01	\$ 434.41
\$ 211.25	\$ 88.47	\$ 201.32	\$ 359.29	\$ 201.31	\$ 201.31	\$ 426.31
\$ 51.71	\$ 38.62	\$ 91.46	\$ -	\$ 382.59	\$ 44.33	\$ 51.57
\$ 259.86	\$ 396.32	\$ 214.52	\$ -	\$ 315.77	\$ 221.30	\$ 332.92
\$ 200.00	\$ 200.00	\$ 195.00	\$ 303.77	\$ 200.00	\$ 382.74	\$ 2,388.42
\$ -	\$ 24.12	\$ -	\$ -	\$ 501.50	\$ 2,566.66	\$ 1,810.61

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ 500.73	\$ -	\$ -	\$ -	\$ -	\$ 50.88

\$ 1,841.96	\$ 1,206.03	\$ 1,544.56	\$ 1,004.59	\$ 2,952.70	\$ 4,159.35	\$ 5,495.12
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\$ 909.38	\$ 2,198.35	\$ 752.23	\$ 388.40	\$ 425.99	\$ 385.10	\$ 870.19
\$ 123.76	\$ 79.05	\$ 94.11	\$ -	\$ 39.60	\$ 79.98	\$ 59.71
\$ 1,169.72	\$ 1,165.33	\$ 749.55	\$ 858.02	\$ 930.41	\$ 947.38	\$ 1,582.52
\$ -	\$ -	\$ -	\$ -	\$ 10.00	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

\$ 2,202.86	\$ 3,442.73	\$ 1,595.89	\$ 1,246.42	\$ 1,406.00	\$ 1,412.46	\$ 2,512.42
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\$ 953.00	\$ 953.00	\$ 966.95	\$ 953.00	\$ 953.00	\$ 953.00	\$ 953.00
\$ 4,116.50	\$ 1,400.00	\$ 2,651.00	\$ 2,080.00	\$ 3,101.10	\$ 2,651.00	\$ 5,216.50
\$ -	\$ -	\$ -	\$ 40.00	\$ 61.88	\$ -	\$ -

\$ 5,069.50	\$ 2,353.00	\$ 3,617.95	\$ 3,073.00	\$ 4,115.98	\$ 3,604.00	\$ 6,169.50
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\$ -	\$ -	\$ 408.07	\$ -	\$ (165.01)	\$ -	\$ 92.30
\$ 4,973.16	\$ 5,400.35	\$ 4,263.35	\$ 4,912.70	\$ 5,311.43	\$ 5,073.37	\$ 4,336.29
\$ 164.40	\$ 164.40	\$ 164.40	\$ -	\$ (43.60)	\$ -	\$ -
\$ -	\$ 70.00	\$ 35.00	\$ -	\$ -	\$ -	\$ -
\$ 43.90	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 51,228.00	\$ 36,421.80	\$ 47,050.37	\$ 22,255.29	\$ 35,073.12	\$ 41,279.60	\$ 60,998.59
\$ 3,578.80	\$ 2,834.53	\$ 2,725.14	\$ 2,541.50	\$ 2,863.51	\$ 2,997.92	\$ 4,550.94
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 1,693.80	\$ 129.60	\$ 1,129.95	\$ 146.70	\$ -	\$ 464.20	\$ 1,079.60

\$ 61,682.06	\$ 45,020.68	\$ 55,776.28	\$ 29,856.19	\$ 43,039.45	\$ 49,815.09	\$ 71,057.72
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\$ 1,100.00	\$ 0.04	\$ 23,736.68	\$ -	\$ -	\$ -	\$ (96.00)
\$ 1,997.09	\$ 1,760.15	\$ 1,635.53	\$ 2,041.81	\$ 2,348.48	\$ 2,493.70	\$ 3,229.90

\$ 3,097.09	\$ 1,760.19	\$ 25,372.21	\$ 2,041.81	\$ 2,348.48	\$ 2,493.70	\$ 3,133.90
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\$ 316.36	\$ 316.36	\$ 316.36	\$ 350.14	\$ 188.58	\$ 188.58	\$ 188.58
\$ (993.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 3,624.52	\$ 3,664.76	\$ 3,008.50	\$ 3,615.83	\$ 4,696.47	\$ 3,330.89	\$ 3,229.67

\$ 2,947.88	\$ 3,981.12	\$ 3,324.86	\$ 3,965.97	\$ 4,885.05	\$ 3,519.47	\$ 3,418.25
\$ 106,560.00	\$ 82,155.39	\$ 158,729.69	\$ 41,973.88	\$ 82,794.07	\$ 98,878.52	\$ 144,955.87
\$ 55,850.46	\$ (23,230.35)	\$ (133,527.40)	\$ (39,960.48)	\$ (27,621.98)	\$ (34,222.29)	\$ (113,415.30)

Nov-17	Dec-17	YTD Total	
\$ 5,000.00	\$ 55,000.00	\$ 196,000.00	10%
\$ 5,000.00	\$ 55,000.00	\$ 196,000.00	10%
\$ -	\$ -	\$ 1,287.50	0%
\$ 31,340.24	\$ 144,055.03	\$ 327,751.33	16%
\$ 10,858.65	\$ (5,743.74)	\$ 122,017.78	6%
\$ -	\$ 36,832.54	\$ 36,832.54	2%
\$ -	\$ 5,000.00	\$ 5,030.00	0%
\$ -	\$ -	\$ 13,854.02	1%
\$ 42,198.89	\$ 180,143.83	\$ 506,773.17	25%
\$ 29,455.00	\$ (6,667.00)	\$ 126,754.00	6%
\$ 1,150.00	\$ 5,220.00	\$ 14,065.00	1%
\$ -	\$ -	\$ 14,500.00	1%
\$ -	\$ -	\$ 4,900.00	0%
\$ 30,605.00	\$ (1,447.00)	\$ 160,219.00	8%
\$ -	\$ -	\$ -	0%
\$ -	\$ -	\$ 32,930.00	2%
\$ -	\$ -	\$ 187,387.26	9%
\$ -	\$ -	\$ -	0%
\$ -	\$ -	\$ (34,954.21)	-2%
\$ -	\$ -	\$ 2,519.03	0%
\$ -	\$ -	\$ 187,882.08	9%
\$ -	\$ -	\$ 2,200.00	0%
\$ -	\$ -	\$ 10,236.70	1%
\$ -	\$ -	\$ -	0%

\$ 53.17	\$ 3.25	\$ 670.35	0%
\$ 53.17	\$ 3.25	\$ 13,107.05	1%

\$ 77,857.06	\$ 233,700.08	\$ 1,063,981.30	52%
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\$ 165,213.54	\$ 215,575.18	\$ 934,707.98	46%
\$ 1,388.75	\$ 2,725.71	\$ 9,624.25	0%
\$ 5,035.02	\$ 20,118.40	\$ 47,571.77	2%
\$ -	\$ -	\$ -	0%
\$ 12,023.40	\$ 3,233.70	\$ 37,839.87	2%
\$ (7,083.97)	\$ (6,711.25)	\$ (29,255.10)	-1%
\$ (3,821.90)	\$ (2,001.05)	\$ (24,969.18)	-1%

\$ 172,754.84	\$ 232,940.69	\$ 975,519.59	48%
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\$ 250,611.90	\$ 466,640.77	\$ 2,039,500.89	100%
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\$ -	\$ -	\$ 6,621.76	0%
\$ 61,142.94	\$ 73,468.25	\$ 326,586.62	16%
\$ 417.40	\$ 1,630.35	\$ 4,390.81	0%
\$ -	\$ -	\$ 1,961.42	0%
\$ (4,187.95)	\$ (5,223.48)	\$ 19,695.91	1%
\$ 979.38	\$ (542.35)	\$ 600.48	0%
\$ 13,855.89	\$ 35,040.78	\$ 99,161.76	5%
\$ 1,850.94	\$ 2,609.79	\$ 15,737.17	1%
\$ 10,443.81	\$ 3,424.66	\$ 32,337.87	2%
\$ (118.51)	\$ (673.28)	\$ 7,238.96	0%
\$ 146.83	\$ 141.96	\$ 482.56	0%

\$ 84,530.73	\$ 109,876.68	\$ 514,815.32	25%
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\$ 31,209.57	\$ 19,839.48	\$ 321,452.99	16%
\$ 3,170.72	\$ 2,455.30	\$ 31,780.85	2%
\$ 564.72	\$ 1,923.48	\$ 3,807.44	0%

\$ 34,945.01	\$ 24,218.26	\$ 357,041.28	18%
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\$ 13,142.18	\$ 14,005.11	\$ 174,779.44	9%
\$ 1,094.89	\$ 1,107.06	\$ 10,266.54	1%
\$ 304.08	\$ 1,035.72	\$ 2,050.16	0%

\$ 14,541.15	\$ 16,147.89	\$ 187,096.14	9%
\$ 134,016.89	\$ 150,242.83	\$ 1,058,952.74	52%
\$ 38,737.95	\$ 82,697.86	\$ (83,433.15)	-4%
\$ 116,595.01	\$ 316,397.94	\$ 980,548.15	48%

\$ 223.13	\$ 7.45	\$ 120,462.41	6%
\$ 617.50	\$ 10.00	\$ 3,133.95	0%
\$ 583.58	\$ 138.73	\$ 4,998.31	0%
\$ -	\$ 1,005.22	\$ 1,005.22	0%
\$ 11,086.35	\$ (5,928.28)	\$ 2,637.19	0%
\$ -	\$ 36,832.54	\$ 36,832.54	2%
\$ 130.44	\$ 80.00	\$ 17,103.41	1%
\$ -	\$ -	\$ 6,472.92	0%
\$ 2,876.41	\$ 4,666.60	\$ 14,863.46	1%
\$ -	\$ -	\$ 21,702.89	1%

\$ 15,517.41	\$ 36,812.26	\$ 229,212.30	11%
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\$ 11.62	\$ 1,333.61	\$ 1,456.56	0%
\$ 39.78	\$ 121.17	\$ 763.15	0%
\$ -	\$ 182.81	\$ 222.70	0%
\$ 171.44	\$ -	\$ 1,680.30	0%
\$ -	\$ -	\$ -	0%

\$ 222.84	\$ 1,637.59	\$ 4,122.71	0%
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\$ 22.00	\$ (100.00)	\$ 2,048.24	0%
\$ 823.05	\$ 434.78	\$ 7,331.62	0%
\$ -	\$ -	\$ -	0%
\$ -	\$ 68.50	\$ 423.05	0%
\$ -	\$ -	\$ -	0%
\$ -	\$ 1,009.12	\$ 4,444.88	0%
\$ -	\$ -	\$ 3,436.42	0%
\$ 279.00	\$ 599.00	\$ 2,940.27	0%
\$ 1,399.50	\$ 782.60	\$ 5,665.98	0%
\$ -	\$ 20.93	\$ 2,467.96	0%
\$ 810.00	\$ -	\$ 6,501.67	0%
\$ 107.32	\$ 556.62	\$ 2,103.91	0%

\$ -	\$ -	\$ 238.09	0%
\$ -	\$ -	\$ -	0%
\$ 1,000.00	\$ 50.00	\$ 2,850.00	0%
\$ -	\$ -	\$ -	0%
\$ -	\$ -	\$ -	0%
\$ 897.48	\$ 571.95	\$ 9,519.55	0%
\$ 1,387.50	\$ 1,800.00	\$ 11,625.00	1%

\$ 6,725.85	\$ 5,793.50	\$ 61,596.64	3%
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\$ 1,173.35	\$ 885.13	\$ 33,697.31	2%
\$ 1,875.00	\$ 1,875.00	\$ 18,750.00	1%
\$ 329.86	\$ 428.11	\$ 6,803.33	0%
\$ 1,056.24	\$ 1,045.64	\$ 15,834.11	1%

\$ 4,434.45	\$ 4,233.88	\$ 75,084.75	4%
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\$ 998.54	\$ 100.50	\$ 8,545.28	0%
\$ -	\$ 144.85	\$ 2,959.54	0%
\$ 7,248.50	\$ 3,682.00	\$ 49,920.38	2%
\$ -	\$ -	\$ 1,171.00	0%
\$ -	\$ -	\$ -	0%
\$ -	\$ 396.09	\$ 2,185.23	0%
\$ 215.00	\$ -	\$ 854.38	0%
\$ -	\$ 299.96	\$ 3,156.50	0%
\$ 1,609.25	\$ 301.25	\$ 7,169.25	0%

\$ 10,071.29	\$ 4,924.65	\$ 75,961.56	4%
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\$ 192.41	\$ 191.02	\$ 1,604.36	0%
\$ 227.58	\$ 227.58	\$ 2,809.14	0%
\$ 1,010.18	\$ 1,002.88	\$ 10,964.89	1%

\$ 1,430.17	\$ 1,421.48	\$ 15,378.39	1%
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\$ 54.81	\$ 34.18	\$ 205.96	0%
\$ -	\$ -	\$ 54.77	0%
\$ 434.41	\$ 1,234.35	\$ 8,346.31	0%
\$ 26.31	\$ 277.31	\$ 3,593.38	0%
\$ 30.57	\$ 46.14	\$ 1,120.76	0%
\$ 1,123.09	\$ 212.48	\$ 4,416.74	0%
\$ 2,968.96	\$ 200.00	\$ 8,581.68	0%
\$ 265.25	\$ 4,569.52	\$ 12,056.36	1%

\$ -	\$ -	\$ -	0%
\$ -	\$ -	\$ (7,411.83)	0%
\$ -	\$ -	\$ -	0%
\$ -	\$ -	\$ 986.62	0%

\$ 4,903.40	\$ 6,573.98	\$ 31,950.75	2%
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\$ 1,548.07	\$ 3,403.85	\$ 11,601.81	1%
\$ 113.73	\$ 1,173.75	\$ 7,857.58	0%
\$ 1,080.72	\$ 1,051.03	\$ 12,523.47	1%
\$ 10,123.39	\$ 1,650.00	\$ 11,783.39	1%
\$ -	\$ -	\$ 1,795.00	0%

\$ 12,865.91	\$ 7,278.63	\$ 45,561.25	2%
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\$ 953.00	\$ 953.00	\$ 15,909.95	1%
\$ 3,200.00	\$ 3,200.00	\$ 33,416.10	2%
\$ -	\$ -	\$ 446.88	0%

\$ 4,153.00	\$ 4,153.00	\$ 49,772.93	2%
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\$ 34.99	\$ 34.99	\$ 405.34	0%
\$ 5,090.77	\$ 6,066.46	\$ 57,134.36	3%
\$ 217.20	\$ 739.80	\$ 3,424.40	0%
\$ -	\$ -	\$ 105.00	0%
\$ -	\$ -	\$ 43.90	0%
\$ 48,631.31	\$ 40,650.19	\$ 454,153.27	22%
\$ 3,873.47	\$ 3,339.76	\$ 41,672.43	2%
\$ 927.41	\$ 633.58	\$ 1,560.99	0%
\$ 385.70	\$ 0.56	\$ 5,768.24	0%

\$ 59,160.85	\$ 51,465.34	\$ 564,267.93	28%
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\$ 440.00	\$ 140.00	\$ 25,922.10	1%
\$ 2,962.85	\$ 2,812.49	\$ 27,624.01	1%

\$ 3,402.85	\$ 2,952.49	\$ 53,546.11	3%
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\$ 188.58	\$ 188.58	\$ 3,339.44	0%
\$ -	\$ -	\$ (993.00)	0%
\$ 3,108.97	\$ 3,108.97	\$ 43,788.20	2%

<u>\$ 3,297.55</u>	<u>\$ 3,297.55</u>	<u>\$ 46,134.64</u>	2%
<u>\$ 126,185.57</u>	<u>\$ 130,544.35</u>	<u>\$ 1,252,589.96</u>	61%
<u>\$ (9,590.56)</u>	<u>\$ 185,853.59</u>	<u>\$ (272,041.81)</u>	-13%

	<u>Base Year</u>	<u>2019</u>	<u>2020</u>
Revenue			
Contribution Revenue			
Grant Revenue			
Grant Revenue - Unrestricted (Increased)	150,000.00	157,500.00	165,375.00
Grant Revenue Total	150,000.00	157,500.00	165,375.00
Donation Revenue			
Donated Vehicles	-	-	-
Donations - Unrestricted (Increased)	400,000.00	420,000.00	441,000.00
Donations - In-Kind	10,000.00	10,500.00	11,025.00
Google Adwords Grant	120,000.00	120,000.00	120,000.00
Corporate Sponsorships	5,030.00	5,281.50	5,545.58
Community Shares Giving	13,854.02	14,546.72	15,274.06
Donation Revenue Total	548,884.02	576,328.22	605,144.63
Donations/Grants Temporarily Restricted			
Grant Revenue - Restricted	126,754.00	133,091.70	139,746.29
Donation Revenue Restricted	14,065.00	14,768.25	15,506.66
Donations - Seed to Sprout Restricted			
Seed to Sprouts Pledged Income			
Donations/Grants Temp Restricted Total	140,819.00	147,859.95	155,252.95
Event Revenue			
Third Party Events	-	-	-
Event Sponsorships	32,930.00	34,576.50	36,305.33
Ready, Set, Grow Revenue	187,387.26	196,756.62	206,594.45
Special Events	-	-	-
Day of Event Expenses	(34,954.21)	(36,701.92)	(38,537.02)
Pledge Allowance Deduction	2,519.03	2,644.98	2,777.23
Event Revenue Total	187,882.08	197,276.18	207,139.99
Other Revenue			
Speaking Fees	2,200.00	2,310.00	2,425.50
Labor Reimbursement	-	-	-
Wage Subsidies	-	-	-
Other Income/Expense	670.35	703.87	739.06
Other Revenue Total	2,870.35	3,013.87	3,164.56

Total Contribution Revenue	1,030,455.45	1,081,978.22	1,136,077.13
Sales Revenue			
Product Sales (Increased to cover deficit)	1,355,000.00	1,422,750.00	1,493,887.50
Shipping Income	50,000.00	52,500.00	55,125.00
Bad Debt Allowance & Recovery	-	-	-
Piecework Income	40,000.00	42,000.00	44,100.00
Sales Discounts	(40,650.00)	(42,682.50)	(44,816.63)
Returns & Allowances	(33,875.00)	(35,568.75)	(37,347.19)
Sales Revenue Total	1,370,475.00	1,438,998.75	1,510,948.69
Total Revenue	2,400,930.45	2,520,976.97	2,647,025.82
Cost of Goods Sold			
Cost of Goods Expenses			
Trade Discounts	6,621.76	6,952.85	7,300.49
Cost of Goods Sold - Product	406,500.00	426,825.00	448,166.25
Royalties	1,961.42	2,059.49	2,162.47
Other Cost of Goods Expenses	19,695.91	20,680.71	21,714.74
Cost of Goods Sold - Other Inventory	600.48	630.50	662.03
Shipping Expenses	99,161.76	104,119.85	109,325.84
Freight Expenses	15,737.17	16,524.03	17,350.23
Shipping Supplies	32,337.87	33,954.76	35,652.50
Inventory Loss/Disposal	7,238.96	7,600.91	7,980.95
Inventory Damaged Goods Returns	482.56	506.69	532.02
Cost of Goods Expense Total	590,337.89	619,854.78	650,847.52
Cost of Goods Wages - Participants			
Participant Wages	321,452.99	337,525.64	354,401.92
Participant Taxes	31,780.85	33,369.89	35,038.39
Participant Worker's Comp	3,807.44	3,997.81	4,197.70
Cost of Goods Wages - Participants Total	357,041.28	374,893.34	393,638.01
Cost of Goods Wages - Staff			
Staff Wages	174,779.44	183,518.41	192,694.33
Staff Taxes	10,266.54	10,779.87	11,318.86
Staff Worker's Comp	2,050.16	2,152.67	2,260.30
Cost of Goods Wages - Staff Total	187,096.14	196,450.95	206,273.49
Total Cost of Goods Sold	1,134,475.31	1,191,199.08	1,250,759.03

Sales Profit/(Loss)	235,999.69	247,799.67	260,189.66
Gross Profit/(Loss)	1,266,455.14	1,329,777.90	1,396,266.79
Operating Expenses			
Marketing & Sales			
Advertising, Promotions, & Sales	20,000.00	21,000.00	22,050.00
Booth Fees	3,133.95	3,290.65	3,455.18
Miscellaneous Distributor Fees	4,998.31	5,248.23	5,510.64
Holiday Open House Expenses	1,005.22	1,055.48	1,108.26
Marketing Expenses	2,637.19	2,769.05	2,907.50
Google Adwords Spend	120,000.00	120,000.00	120,000.00
Catalog & Marketing Materials	17,103.41	17,958.58	18,856.51
Product Development	6,472.92	6,796.57	7,136.39
Commissions Expenses	37,570.50	39,449.03	41,421.48
Public Relations	21,702.89	22,788.03	23,927.44
Marketing & Sales Total	234,624.39	246,355.61	258,673.39
Development & Volunteer Expenses			
Donations Processing Fees	1,456.56	1,529.39	1,605.86
Beans Talk Tours	763.15	801.31	841.37
Volunteer Recognition	222.70	233.84	245.53
Fund Raising Expense	1,680.30	1,764.32	1,852.53
Sponsor & Volunteer Gifts	500.00	525.00	551.25
Development & Volunteer Totals	4,622.71	4,853.85	5,096.54
Program Expenses			
Basic Needs Expenses	2,048.24	2,150.65	2,258.18
Behavioral Assessments	-	-	-
Background Checks	423.05	444.20	466.41
Job Readiness	-	-	-
Participant Training Expenses	4,444.88	4,667.12	4,900.48
Vocational Classes	3,436.42	3,608.24	3,788.65
Drug Screening	2,940.27	3,087.28	3,241.65
Bus Passes	15,000.00	15,750.00	16,537.50
Job Search Expenses	2,467.96	2,591.36	2,720.93
Life Skills Training	6,501.67	6,826.75	7,168.09
Participant Special Events	2,103.91	2,209.11	2,319.56
Miscellaneous Program Expense	238.09	249.99	262.49
Performance Reviews	-	-	-
Graduate Incentives	2,850.00	2,992.50	3,142.13
Intake Assistance	-	-	-
Participant Graduation & Gift Expenses	-	-	-
Participant PTO	9,519.55	9,995.53	10,495.30

Program Expenses	51,974.04	54,572.74	57,301.38
Facility Expenses			
Facility General Expenses	33,697.31	35,382.18	37,151.28
Facility Rent Expenses	18,750.00	19,687.50	20,671.88
Janitorial Expenses	6,803.33	7,143.50	7,500.67
Utilities	15,834.11	16,625.82	17,457.11
Facility Expenses Total	75,084.75	78,838.99	82,780.94
Computer & Equipment			
Computer & IT Support	8,545.28	8,972.54	9,421.17
Internet Expenses	2,959.54	3,107.52	3,262.89
Computer Software Subscriptions & Support	49,920.38	52,416.40	55,037.22
Software Expenses	1,171.00	1,229.55	1,291.03
Equipment Purchases	-	-	-
Equipment Rental	2,185.23	2,294.49	2,409.22
Repairs & Maintenance	854.38	897.10	941.95
Telephone Expenses	3,156.50	3,314.33	3,480.04
Website Expenses	7,169.25	7,527.71	7,904.10
Computer & Equipment Total	75,961.56	79,759.64	83,747.62
Insurance Expense			
Auto Insurance	1,604.36	1,684.58	1,768.81
Directors & Officer's Insurance	2,809.14	2,949.60	3,097.08
General Liability & Property Insurance	10,964.89	11,513.13	12,088.79
Insurance Expense Total	15,378.39	16,147.31	16,954.67
Office & General Admin Expenses			
Auto Expense	205.96	216.26	227.07
Non-Product Delivery & Shipping	54.77	57.51	60.38
Dues & Subscriptions	8,346.31	8,763.63	9,201.81
Licenses & Fees	3,593.38	3,773.05	3,961.70
Meeting Expenses	1,120.76	1,176.80	1,235.64
Office Supplies	4,416.74	4,637.58	4,869.46
Postage	8,581.68	9,010.76	9,461.30
Printing Expense	12,056.36	12,659.18	13,292.14
Real Estate Planning	-	-	-
Supplies Other	-	-	-
Property Taxes	-	-	-
Sales Taxes	986.62	1,035.95	1,087.75
Office & General Admin Expenses Total	39,362.58	41,330.71	43,397.24

Banking, Legal, & Accounting			
Credit Card Processing Fees	11,601.81	12,181.90	12,791.00
Online Vendor Fees	7,857.58	8,250.46	8,662.98
Bank & Payroll Fees	12,523.47	13,149.64	13,807.13
Legal & Accounting	11,783.39	12,372.56	12,991.19
Regulatory Inspections & Audits	1,795.00	1,884.75	1,978.99
Banking, Legal, & Accounting	45,561.25	47,839.31	50,231.28
Contract Labor & Outside Services			
Intern Expense	15,909.95	16,705.45	17,540.72
Contract Services	33,416.10	35,086.91	36,841.25
Outside Services	446.88	469.22	492.69
Contract Labor & Outside Services	49,772.93	52,261.58	54,874.66
Salaries & Benefits			
Education & Staff Training	405.34	425.61	446.89
Employee Insurance Benefits	57,134.36	59,991.08	62,990.63
Participant Insurance Benefits			
Worker's Comp - Staff	3,424.40	3,595.62	3,775.40
Recruiting	105.00	110.25	115.76
Mileage Reimbursement	43.90	46.10	48.40
Staff Salaries	454,153.27	476,860.93	500,703.98
Staff Payroll Taxes	41,672.43	43,756.05	45,943.85
Staff SIMPLE IRA Contributions	9,834.48	10,326.20	10,842.51
Travel & Meals	5,768.24	6,056.65	6,359.48
Salaries & Benefits Total	572,541.42	601,168.49	631,226.91
Bad Debt & Interest Expense			
Bad Debt	25,922.10	27,218.21	28,579.12
Interest	27,624.01	29,005.21	30,455.47
Bad Debt & Interest Expense Total	53,546.11	56,223.42	59,034.59
Depreciation & Amortization			
Amortization Expense	3,339.44	3,506.41	3,681.73
Gain/Loss on Sale of Asset			
Depreciation Expense	43,788.20	45,977.61	48,276.49
Depreciation & Amortization Total	47,127.64	49,484.02	51,958.22
Total Operating Expenses	1,265,557.77	1,328,835.65	1,395,277.44
Net Income/(Loss)	897.37	942.24	989.36

200 Participants

320,000.00

320,000.00

-

1,830,000.00

11,025.00

120,000.00

5,500.00

15,000.00

1,981,525.00

140,000.00

155,000.00

-

295,000.00

-

36,000.00

560,000.00

-

(112,000.00)

5,600.00

489,600.00

6,182.00

-

-

2,076.76

8,258.76

3,094,383.76

5,750,000.00
100,000.00 0.04
-
169,741.70 0.03
(287,500.00)
(201,250.00)

5,530,991.70

8,625,375.46

28,099.72 0.0049
1,725,000.00 0.3000
8,323.37 0.0014
83,580.43 0.0145
2,548.16 0.0004
420,797.14 0.0732
66,781.35 0.0116
137,227.12 0.0239
30,718.83 0.0053
2,047.76 0.0004

2,505,123.89

1,201,929.80
118,269.89
14,236.22

1,334,435.91

-
649,042.09
64,904.21
6,490.42

720,436.72

4,559,996.51

970,995.19

4,065,378.95

64,200.92	0.02
10,060.12	0.00
16,044.80	0.00
3,226.80	0.00
8,465.50	0.00
120,000.00	0.09
54,902.73	0.01
20,778.37	0.01
165,929.75	
69,667.27	0.02

533,276.26

18,300.00
2,144.45
625.79
18,300.00
1,405.00

40,775.24

5,755.55
2,500.00
1,188.77
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12,490.11
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36,057.89

173,696.51

67,394.62

-

39,585.28

106,979.90

40,653.79

9,500.26 0.0023

160,246.70 0.0394

3,758.96 0.0009

-

7,014.69 0.0017

2,742.60 0.0007

10,132.51 0.0025

23,013.62 0.0057

257,063.13

3,200.00

6,000.00

20,000.00

29,200.00

1,500.00

120.00

26,792.04 0.0066

11,534.91 0.0028

3,597.69 0.0009

14,177.94 0.0035

27,547.59 0.0068

38,701.47 0.0095

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-

-

3,167.10 0.0008

127,138.73

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25,223.19	0.0062
40,200.91	0.0099
37,825.22	0.0093
5,762.03	0.0014

146,253.70

25,000.00
50,000.00
500.00

75,500.00

2,500.00
220,313.73
156,250.87
5,000.00
1,200.00
250.00
1,694,721.01
186,065.08
37,213.02
6,000.00

2,309,513.71

26,000.00
88,674.34 0.0218

114,674.34

10,719.76 0.0026

140,562.13 0.0346

151,281.88

4,065,353.39

25.56

**Women's Bean Project
Income & Expense Projections**

Revenue	Base Year	2019	2020	200 Participant Projections
Contribution Revenue				
Grant Revenue	150,000.00	157,500.00	165,375.00	320,000.00
Donation Revenue	548,884.02	576,328.22	605,144.63	1,981,525.00
Donations and Grants Restricted Revenue	140,819.00	147,859.95	155,252.95	295,000.00
Event Revenue	187,882.08	197,276.18	207,139.99	489,600.00
Other Income	2,870.35	3,013.87	3,164.56	8,258.76
Total Contribution Revenue	1,030,455.45	1,081,978.22	1,136,077.13	3,094,383.76
Sales Revenue				
Sales Revenue	1,445,000.00	1,517,250.00	1,593,112.50	6,019,741.70
Sales Returns and Discounts	(74,525.00)	(78,251.25)	(82,163.81)	(488,750.00)
Total Sales Revenue	1,370,475.00	1,438,998.75	1,510,948.69	5,530,991.70
Total Revenue	2,400,930.45	2,520,976.97	2,647,025.82	8,625,375.46
Cost of Goods Sold				
Cost of Goods Sold	590,337.89	619,854.78	650,847.52	2,505,123.89
Cost of Good Wages - Participants	357,041.28	374,893.34	393,638.01	1,334,435.91
Cost of Goods Wages - Staff	187,096.14	196,450.95	206,273.49	720,436.72
Total Cost of Goods Sold	1,134,475.31	1,191,199.08	1,250,759.03	4,559,996.51
Sales Profit/(Loss)	235,999.69	247,799.67	260,189.66	970,995.19
Gross Profit/(Loss)	1,266,455.14	1,329,777.90	1,396,266.79	4,065,378.95
Operating Expenses				
Marketing and Sales Expenses	234,624.39	246,355.61	258,673.39	533,276.26
Development and Volunteer Expenses	4,622.71	4,853.85	5,096.54	40,775.24
Program Expenses	51,974.04	54,572.74	57,301.38	173,696.51
Facility Expenses	75,084.75	78,838.99	82,780.94	106,979.90
Computer and Equipment Maint Expenses	75,961.56	79,759.64	83,747.62	257,063.13
Insurance Expenses	15,378.39	16,147.31	16,954.67	29,200.00
Office and General Expenses	39,362.58	41,330.71	43,397.24	127,138.73
Banking, Legal, and Accounting Expenses	45,561.25	47,839.31	50,231.28	146,253.70
Contract Labor and Outside Services	49,772.93	52,261.58	54,874.66	75,500.00
Salaries and Benefits	572,541.42	601,168.49	631,226.91	2,309,513.71
Bad Debt and Interest Expenses	53,546.11	56,223.42	59,034.59	114,674.34
Depreciation and Amortization Expenses	47,127.64	49,484.02	51,958.22	151,281.88
Total Operating Expenses	1,265,557.77	1,328,835.65	1,395,277.44	4,065,353.39
Net Income/(Loss)	897.37	942.24	989.36	25.56

Appendix E: Board work around question of what it means to serve women

After a review of the mission statement, we talked about what is sacred to us

- Helping chronically unemployed women
- Treating women with dignity/helping them feel better about themselves
- Creating self-sufficiency and empowerment
- The mentor program
- Social enterprise
- A focus on the ripple effect
- Providing education in life and work skills
- Maintaining an accepting environment

What does success look like? When we call a woman successful, what does that look like?

- Self confidence
- Personal ownership/take responsibility/accountability
- Courage
- Ability to overcome/navigate barriers
- Advocates for their community, themselves and WBP
- Self-sufficiency
- Strength
- Role model
- Understands the pattern for success
- Open-minded
- Employed
 - increase in income (or able to)
 - adds value to her employer
- Resilient

What does served mean to us? What would lead us to say we served a woman?

- Confidence and skill set
- Touched their lives
 - Education
 - Mentoring
 - Cared for
- Added value to their lives
- They are a part of something
- We have provided stepping stones
- Access to resources

A lively discussion then occurred during which it was proposed that we could only say we served a woman if she completed the program. Tamra mentioned that as currently defined, we would refer to that outcome as graduated the program. This led to a proposal that we might look at more discrete outcomes, perhaps defined as touchpoints or engagement points. In this scenario we might look at

- Thresholds of engagement as measured by surveys or pulse points

- Creating a funnel of services that would show the impact of all of the work input into the tunnel for the output of graduation and the outcome of job retention
- Counting the hours of training and employment while in the program
- Monitoring goals set and achieved by program participants
- Increased measure of self-efficacy/confidence

Additionally, a proposal was made that tracking these smaller activities could, over time, allow for some predictive analytics; i.e., women who have x number of program hours and y number of work hours are more likely to graduate the program/keep a job long-term, etc. This mindset might also allow us to celebrate smaller success and more discrete changes in behaviors.

Appendix E – Staff work around question of what it means to serve women

What does success look like? When we call a woman successful, what does that look like?

- She gets a job*
- She retains the job
- Or she gets the next job (alone)*
- She has new skills
 - Interpersonal
 - Good attendance*
 - Job readiness*
 - Professional behaviors/attitudes*
 - Personal problem solving
- She's empowered with the knowledge to meet basic needs/can navigate the systems*
- She has a support network (leaves with one) of mentor, peers and WBP, at a minimum
- Her sobriety is more stable*
- She believes in herself/self-worth*
- She is accountable to herself, her employer, etc.*
- She understands what healthy, supportive relationships look like
- She is motivated to get through challenges*
- She is working toward self-sufficiency*
 - Financial independence (has money to pay her bills)
 - Decreased need for government supports
 - Provides for herself and her family
- Her kids/spouse are stable
- She's proud of herself*
- She is forward/future thinking
- She is proactive
- She has discovered her leadership/mentoring skills
- She is a good communicator

We then discussed which of the above were most important (indicated with *)

What does served mean to us? Is there a minimum amount that would count?

- A paycheck
- Help with a specific need
- Teaching the women a skill
- Job coaching
- Mentorship
- All aspects of the program
- Teaching job readiness

In the end, the group decided that a woman is served if there is a takeaway, then she has been served. Also, that we become the safe place she knows she can return to and that we have facilitated some knowledge (acknowledging that this is likely to be different for every woman).

What are the women seeking when they come to WBP?

- Stability
 - A job
 - “help”
 - A paycheck
 - A safe space
- Acceptance
- Learning work skills

What do we control?

- Hiring/re-hiring
- Making the workplace safe and accepting
- Quality of the information delivered
- Classes we offer
- On the job training
- Drug testing
- Expectations/policies
- Schedule/hours of operation
- Our own messaging

What could served look like?

- Defined by hours worked
- Identified/addressed needs of every woman
- Provide services to employers’ new employees
- WBP stage 2
- Workshops
- Shortened timeframe for program
- Separate work and program
- teach to social networks
- Drop expectations of employment, just provide services