DELIVERING IMPACT, INCREASING SCALE





Growing Inner City Businesses. Creating Inner City Jobs.

<u>InnerCityAdvisors</u>

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GROWING INNER CITY BUSINESSES Social & Growth Capital Operations Sales and Human Financial Environmental Leadership Management Strategy Management Impact **Entrepreneur Advising and** Education Consulting Innovative Entrepreneurs + Inner City Advisors + Smart Capital = A Thriving Inner City Mission: ICA's mission is to build sustainable and responsible inner city businesses that create quality **INNER CITY ADVISORS** 1999 Harrison Street, Suite 2220 jobs, reinvest in the community and contribute to the local economy.

Model: ICA provides a model for growing businesses and building communities by offering strategic advice, practical entrepreneurial education and access to key networks, resources, and capital that launch businesses to success.

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Delivering Impact. Increasing Scale.

"There are so many inner city communities in this country with tremendous needs. We firmly believe that nearly every problem has been solved over time by someone, somewhere. The challenge is to find out what is working and bring it to scale."



—Jose Corona, ICA Chief Executive Officer

The issue of scale has never been more relevant for ICA than it is right now. We're solving the unemployment problem and opening the door to inner city business growth and sustainable employment. As we look to scale our services and, more importantly, inner city job creation in the Bay Area, we know that ICA's model is working. Our model offers new ideas combined with focused execution, and creates measurable solutions that are transforming the discussion in the economic development sector around the strategies that effectively support entrepreneurial growth and lead to new jobs for local residents. As exemplified by our findings, this Impact Report provides evidence that ICA has an effective model for creating sustainable jobs for inner city residents

As we reflect on ICA's significant accomplishments, there are still too many Bay Area inner city residents without access to a quality job. The bottom line is we have a solution to this unemployment challenge and it's time to do more. We have assessed what it would take for ICA to scale its operations so that we can significantly increase job and wealth creation in the inner city, and we encourage our funders and partners to deepen their outcome-based investments by supporting innovative models with proven track records—like ICA's. Our model represents the best solution to building a thriving inner city.

We are not looking to create new programs. Rather, we remain focused on investing our financial and human resources in our two existing programs: Portfolio Management and Entrepreneurship Education. At the same time, we'll continue to leverage the resources of our regional and national partners to build on our efforts.

In the coming year, we want to expand our geographic footprint into other inner city communities of the East Bay and into San Francisco. As we work to increase ICA's impact, we will expand carefully and strategically to retain the quality of our services and the "mission-first" approach to our work.

Our organization was founded on the conviction that cultivating financial growth and yielding mission returns need not be mutually exclusive. We are proving that investing in high caliber advice, entrepreneurship education and smart capital in growth-oriented inner city businesses is both a sound financial proposition and an effective way to create stronger communities. Our goal is to engineer a thriving inner city where residents can walk to a sustainable job with dignity, where residents can come home and put healthy food on the table, where children can get a great education down the street and where benefits like quality medical care are part of the basic fabric of family wealth creation.

We hope that this report inspires you to help build strong inner city communities and join ICA in our quest to create 10,000 inner city jobs by 2015.

Thank you.

Jack Russi, Chairman of the Board

The number of quality jobs ICA's core programs created and retained in 2010.







Creating Inner City Wealth

IN 2010, EVERY \$1 DONATED TO ICA YIELDED \$191 OF INNER CITY WEALTH CREATION, ROUGHLY A 199% MISSION PROFIT™ INCREASE.



In 2009, Your \$1 Yielded

\$64 of Inner City Wealth



\$191 of Inner City Wealth

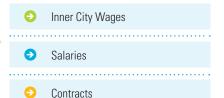


\$405,411



Total Donations to ICA in 2010

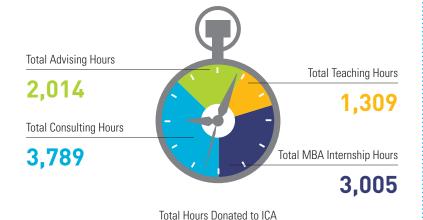
\$77,473,099







Total Inner City Wealth Created in 2010





Why ICA Matters

"With millions of people still unemployed and without access to a quality job, we ask ourselves, 'can ICA do more?' The short answer is, 'Yes'. With our innovative leadership and Mission Profit[™] model, ICA has the right formula to meet the unemployment challenge of today. In 2010 we turned every \$1 donated to ICA into \$191 of inner city wealth."



—Sean Murphy, ICA Chief Operating Officer

Where people live, work, learn and play has an enormous impact on their well being. Decades of demographic research indicate a strong association between the level of a person's wealth and the status of their health. We believe that a healthy inner city community offers equal access to quality jobs, and we do this work—not just to create inner city jobs—but because we want a person to feel the dignity of having sustainable employment, the pride of living in a good neighborhood and the security of knowing that they can see a doctor when they're sick. A thriving inner city can be a powerful economic engine that provides benefits far beyond neighborhood boundaries.

Despite small gains in the high-paying management and professional industries, too many people, particularly in the inner city communities, are still without work. We believe entrepreneurship and small business growth to be the key ingredient to solving this economic problem. Our vision is to create quality jobs for inner city residents that can walk or take public transportation to work, earn a livable wage with the opportunity to advance within a company, and generate wealth that is then redistributed back into the local community. Building a thriving inner city requires an innovative, collaborative solution with leadership expertise and proven, measurable outcomes.

ICA is the partner that inner city business leaders trust most to help them grow their companies and create quality jobs so that families can thrive in the turbulent economy. Our organization continues to deliver reliable results with clear evidence of impact on job creation. Our unrivaled blend of expertise and experience has demonstrated that providing high caliber, pro bono business consulting, strategic advice, entrepreneurship education and access to smart capital for growth-oriented inner city entrepreneurs leads to the creation and retention of quality jobs for inner city residents.

With this mission-first approach, ICA's model is ready for scale. By expanding our model, we will be able to build healthy communities that nurture families, making it possible for all inner city residents, regardless of their socioeconomic status, to have equal opportunities for quality jobs.

The following Impact Report will illustrate how ICA is building a thriving inner city.

IMAGINE

In 2010. ICA created and retained 1,945 jobs by investing in 66 companies. Imagine the number of quality jobs ICA could create if we could work with more companies?



2010 Mission ROI

Mission Profit ™

This is the philosophy that guides our operating process towards building thriving inner city communities. ICA redefines the notion of "profit" by measuring our progress according to financial and social impact. With a disciplined tracking system, we leverage our true cash operating budget to drive quality, pro bono "mission investments" for our entrepreneurs. This value exchange yields a measurable profit of "mission returns"—quality job creation and retention—our indicators for building inner city wealth.

Mission Investments

These totals represent the financial value of the pro-bono, high-caliber advising, consulting, and discounted professional services that we invest into ICA companies.

\$618,400



Mission investments into Organization

\$2,365,900



Mission investments into Portfolio

\$1,304,800



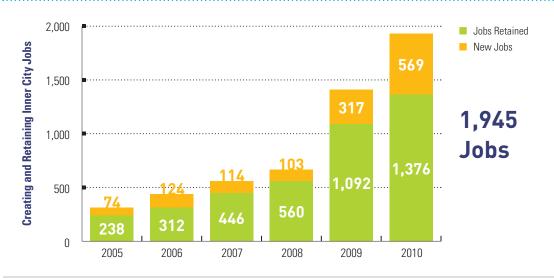
Mission investments in Education



Total Mission Investments 2008: \$642,875 2009: \$1,500,000 2010: \$4,289,100

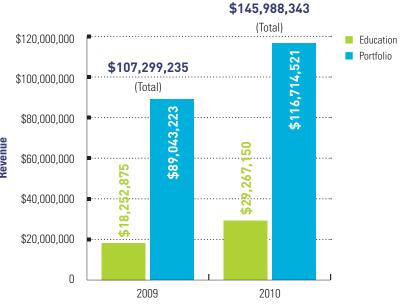
Mission Returns

This is the number of quality inner city jobs that are created and retained, and the amount of revenue grown by inner city businesses as a result of our Mission Investment.









\$609,732 Average Revenue for Education Company \$6,865,560

Average Revenue for Portfolio Company

\$16.33



Average Employee Wage for Education Company

\$17.77



Average Employee Wage for Portfolio Company

\$64,858



Average Employee Salary of Company in Portfolio

Minority-owned Portfolio Companies

Portfolio Companies

81%

of those employed by ICA Portfolio Companies have Health Insurance







High Caliber Advising

Of the total \$2,365,900 mission investment dollars donated to Portfolio Management, **our Advisors invested \$1.2 Million dollars worth of time**.

The core strength of ICA's ability to grow inner city businesses is found in our High Caliber Advisors. We invest in uniquely competent, committed and compassionate Portfolio Advisors who draw from a real-time understanding of the marketplace. In turn, they roll up their sleeves, delve into details, and provide pro bono high caliber advice to entrepreneurs to grow their inner city businesses and create quality jobs.

In 2010, we saw our Advisors go above and beyond our expectations to ensure that our Portfolio Companies realize their growth potential, proving time and again that they believe strongly in ICA's mission. ICA Advisors are high caliber, not only because they are exceptional business leaders, educators and communicators, but because they lead by example with humility, integrity and commitment to ICA's mission of growing socially responsible inner city businesses.

Here is a snapshot that showcases what makes our Advisors "high caliber."



Deborah Ale Flint / D-Unique Tools Advisor

Director, Oakland International Airport

Deborah truly embodies the ICA mission as both an ICA Board Member and Advisor to inner city companies, ranging from strategic financial advising to very tactical operations and business relations with public entities like the Port of Oakland.



Jeff Cheung / Prather Ranch Meat Co. Advisor

President, Gateway Bank

Jeff Cheung delivers meaningful, real-time, and effective bank and capital-raising strategies to growing ICA companies.



Lisa Griffin / Juniper Ridge Advisor

Consultant, Green & Associates / Former VP of Planning, Cost Plus World Market

Lisa has the ability to quickly turn chaos into order. Demonstrating tough empathy, Lisa provides operations and manufacturing advice to growing portfolio companies.



Bob McDonald / Cook! Advisor

President, R.A. McDonald Company

"I very much enjoy working with ICA's entrepreneurs, mentoring and helping them deal with their business issues. ICA makes the work enjoyable and effective. The ICA staff and Board of Directors are true professionals. I feel very fortunate to be involved."

Bob McDonald's advising style can be summarized in the phrase "tough on a problem, soft on a person." Drawing upon over 35 years of experience as a turnaround CEO, he has a great ability of quickly breaking down issues and going above and beyond to deliver, whether its cash flow management or an HR dispute.



Gary Weatherford / BTTR Ventures Advisor

Executive Consultant / Former COO, Bare Escentuals / Former COO, Cost Plus World Market





he brings a great deal of enthusiasm to fulfilling the ICA mission.

Greg Ginsburg / Premier Organics Advisor

VP—Supply Chain, Cleaning Division, The Clorox Company / Former VP of Supply Chain, Clif Bar

Greg balances strategic, analytical, and most importantly, practical advice based on real-time marketplace understanding. His advice, sprinkled with humor and expertise, yields powerful and mutual learning moments.



James P. King / Merriwether & Williams Insurance Services Advisor

President, J.P. King & Associates

Jim brings practical expertise from his experiences launching and operating successful businesses, and transforms advising moments into immediate operations improvement.



Debt Provider: One PacificCoast Bank

With the belief that socially responsible banking is a critical tool in creating sustainable communities and thriving local economies, One PacificCoast Bank has become an important partner to ICA and its Portfolio Companies by providing "beneficial banking" services to inner city communities.



Capital Provider: Brightpath Capital Partners

Sharing the belief with ICA that social and financial return need not to be mutually exclusive, Brightpath Capital Partners emerged in 2010 as social impact investing fund who measures its social impact through inner city job creation and seeks to yield superior results for investors, companies and society as a whole.



Professional Service Provider: Cogent Valuation

In 2010, Cogent Valuation responded to the need for valuation services for our growing portfolio companies by extending four pro-bono valuation services per year.



MBAE/MBA Provider: The University of San Francisco School of Business

In 2010, the USF MBAE program provided two expert Capstone teams to ICA's mission. One team provided strategic and tactical support to Portfolio Company BTTR Ventures and the second team provided strategic analysis to scale ICA's quality service delivery to San Francisco's inner city communities.



Entrepreneur Education





MISSION IN ACTION

Since 2008, 107 companies have graduated from the Business Growth Strategy Series. For a comprehensive list of these companies please visit: www.innercityadvisors.org/education



Business Growth Strategy Series

In 2010, the mission investments into our education companies totaled over \$1.1M in value in the form of teaching, consulting, and MBA interns. This yielded a total of 673 jobs created and retained.

ICA created the Inner City Entrepreneurship Institute in order to scale its current investment to provide educational opportunities for inner city entrepreneurs. The Institute expands the impact of our mission through efficient and in-depth delivery of practical education programs and tools, which feature immediate access to insight from professors that give entrepreneurs resources to critically analyze how experts and peers have approached similar challenges.

In 2010, ICA's Entrepreneurship Education Institute continued its highly successful Business Growth Strategy Series: An Eight-Factor Approach for Strategic Business Growth, taught by ICA Board Member and Advisor, Michael Bush. A successful entrepreneur, seasoned business leader and educator, Bush presents a proven and "pracademic" approach that looks both strategically and tactically at eight key areas of a business, offering the blueprint for entrepreneurs to successfully map out their growth strategy. Currently the President of the MattMar Group, he has consulted companies around the world to become profitable and successful. Previously he was the President and CEO of Tetra Tech, Inc., the world's largest wireless infrastructure project management company. Bush has been teaching innovative business classes, including this very course at the Stanford Graduate School of Business, to entrepreneurs for over 10 years.

Bringing 40 Bay Area inner city entrepreneurs together with prominent business and industry leaders for lively panel discussions, the series was held at the Mills College Lorry I. Lokey Graduate School of Business and covered best practices for creating and executing your growth strategy, raising capital from investors, and leadership management.

"This class has been extremely valuable to my business and worth every minute of my time.

Each week I left excited about one new tool I could take back to work and implement. Michael is a great teacher, and references his own experiences as an entrepreneur. It was also very valuable to build community with business owners experiencing similar things."—Student

Portfolio Management

"ICA's class of innovative entrepreneurs exemplify a new cadre of companies that place as much value on doing good in their communities as they do on building sustainable business models. The success of our companies demonstrates that good ideas can be transformed into profitable enterprises with positive community impact when they are supported with the right resources, like ICA's."



—Nina Robinson, ICA Portfolio Manager

In 2010, the ICA Portfolio welcomed four innovative companies into the portfolio that all demonstrate increasing growth and inner city job creation potential.

- » Cook!—the nation's first ready-to-cook gourmet meal service and maker of gluten and dairy free products;
- » Home Health Advocates—provider of quality, personalized in-home care services to seniors;
- Merriwether & Williams Insurance Services—provider of insurance and risk management services for clients that support the good of the community at large;
- » Juniper Ridge—creators of unique, wildcrafted aromatherapy and body care products for the eco-conscious, organic consumer.

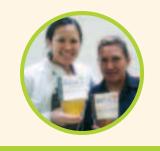
In 2010, ICA managed a robust portfolio of 17 companies. Our ability to facilitate quality advising relationships makes it easy for our high caliber advisors to immediately add value to inner city entrepreneurs. This consistent, high-touch management accelerated the growth of the program and improved the quality of ICA's service to inner city businesses. This growth has also highlighted the need to increase our operating capacity, which will improve our ability to deliver high quality services to more innovative entrepreneurs.

In 2010, ICA's portfolio investments included positioning companies for increased capital readiness and access for inner city entrepreneurs to receive the right type of financing and grow their businesses with an expanded range of value-added professional services. As a result, ICA helped our Portfolio Companies create and retain 1257 jobs, 76% of which are inner city residents.

Additionally, 2010 proved to be an exceptional year for three of our Portfolio Companies in particular; Premier Organics, BTTR Ventures & Revolution Foods. Included in this impact report are a few stories that highlight their outstanding growth, as well as the culture of reciprocity that demonstrates the value of the ICA network.



Prather Ranch Meat Company revamped entire their inventory approach, inspired by David Shenson, former Niman Ranch Executive and ICA Advisor.



Cook! Founder Nona Lim credits ICA's advising as significant to the successful launch of Real Simple Delicious products through prominent grocery retailers such as Whole Foods.





ANATOMY OF A QUALITY JOB

"The company really believes in their people and provides us with opportunities to grow. In four years, I have climbed to better positions. As the company grows, we grow."

—Mauricio Dugues, Premier Organics



I can walk or take public transportation to work with dignity



My family receives benefits like quality medical care





I can come home and put healthy food on the table

Mauricio Duques, Warehouse Manager at Premier Organics, is a great example of how Premier Organics values their employees. After starting on the production line turning organic ingredients into healthy products, Mauricio worked up to his current position. He attributes his 4-year fast track to the daily English classes, health benefits and vacation time offered by the company to help his family in Colombia. His excitement over the career opportunities at his workplace is palpable. He dreams of one day becoming President of Premier Organics, and he is on the path to his goal.

The state of the s

Innovative Entrepreneurs



Premier Organics

Premier Organics exemplifies every aspect of ICA's mission, joining the ICA Portfolio in 2005 as a fast-growing, small organic food company needing strategic direction after expanding their operations into inner city East Oakland. During the initial stages of the advising process, we became most excited that Premier Organics had built a larger vision into their business model, which demonstrated a commitment to create quality employment opportunities for inner city residents in the local community where they operate. Combining all of these qualities, Premier Organics captures the essence of the responsible and sustainable inner city business ICA seeks to assist.

The interaction with ICA inspired Premier Organics to not only optimize their approach as executives working together, mitigate risks, and strengthen overall organizational effectiveness, but to pay attention to the impact their business was having on the local community through job creation and growth.

This shift in focus and setting of priorities has lead Premier Organics to become an even higher performing organization, employing 40 inner city employees in a 25,000 square foot facility formerly occupied by the historic Mother's Cookies. Founders Santiago Cuenca-Romero, Saul Amarista, and Jason Mahon are leaders who constantly learn, evolve and improve the way they provide service excellence to both their employees and the local community. They demonstrate care for their employees by helping them build skill sets and confidence, making them viable within their own company and in their neighborhood. Furthermore, the founders have been enthusiastic about sharing their experience and insight with other ICA Portfolio and Education Companies, illustrating their firm commitment to the ICA Mission.

Among San Francisco Bay Area warehouses and distributors, Premier Organics is leading the way in cutting down waste in their supply chain. They were recently approved for an innovative grant from Stopwaste.org to create and implement a reusable pallet wrapping program that significantly reduces the amount of plastic in the packaging and shipment of their products. Ranked 8th by BusinessWeek in the 2010 Inner City Top 100 list of fastest growing inner city businesses in America, it's clear that Premier Organics is not just another small organic food company. They are a living testimony that by focusing on your core operating disciplines, a company can truly make a difference in the inner city around them.

In 2011, ICA's engagement with Premier Organics will focus on securing smart capital investments, efficiently scaling their operations, and corporate strategy.







4 Jobs Before ICA

39 Jobs Presently

"If we didn't get involved with ICA, we definitely wouldn't be employing the quantity of people that we do. And we might not even be around."

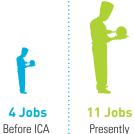
—Jason Mahon, Premier Orgar



Innovative Entrepreneurs







BTTR Ventures

Alejandro Velez and Nikhil Arora, the Founders of BTTR Ventures, have defied ICA's expectations from the very beginning, by turning waste into wages. In 2009, they bypassed careers in the finance industry to create a sustainable urban mushroom farm, freshly grown from 100% recycled coffee grounds. Today they represent one of ICA's fastest growing inner city businesses, earning national awards such as BusinessWeek's 25 Most Promising Social Entrepreneurs in America, Social Venture Network's 2010 Innovation Award, Hitachi Foundation's 2010 Yoshiyama Young Entrepreneurs Winner, and first place in the western regional finals of the Wal-Mart Better Living Business Plan Challenge, which honors student entrepreneurship in environmental sustainability.

Before their process began with ICA, BTTR Ventures was operating in a 1,200 square foot facility, employing 4 inner city residents, with distribution in one Whole Foods store. By establishing a strong relationship with Velez and Arora in the early stages of their growth, ICA has been able to provide comprehensive advising to BTTR Ventures and make a significant contribution to their development. ICA Advisor, Gary Weatherford, and an USF MBA Executive Team, engaged BTTR Ventures' humble, charismatic leadership duo, empowering them with the resources to make their vision a reality. Today, they've expanded to a 10,000 square foot facility in West Oakland, employ 11 inner city residents with plans to hire 21 more over the next year, and distribute their products nation wide.

Helping BTTR Ventures realize their potential for success has been a fulfilling endeavor, and what has impressed us most is their ability to engage other ICA Portfolio Companies, Advisors and Professional Services Providers in a valuable way and learn from the examples set by more experienced entrepreneurs. It is this kind of full circle vision that reaffirms their talent as leaders and indicates the value of the ICA network.

In 2011, ICA's engagement with BTTR Ventures will focus on scaling their operations efficiently, implementing financing strategies, marketing current products more effectively and launching new products.

"West Oakland is the perfect place for Back To The Roots to call home. We feel really fortunate that as we grow, ICA's genuine support and shared vision will continually guide us through the road blocks that all small, growing businesses face on a daily basis."—Nikhil Arora, BTTR Ventures

Revolution Foods

Revolution Foods has reached a level of success that is unprecedented in the ICA Portfolio. Their story is a daily reminder that instills confidence in our entrepreneurs, proving that your business can have a significantly positive impact on the inner city as it grows big in size and scale. Revolution Foods began with a founding team who believed that all children should have access to healthy, fresh food on a daily basis. Co-Founders Kristin Richmond and Kirsten Tobey met at the Haas School of Business at UC Berkeley and shared a vision of creating a social venture that would make this idea a daily reality for schools nationwide, while simultaneously creating inner city jobs. Their vision is presently flourishing, as Revolution Foods delivers flavorful, healthy meals and nutrition education to schools across the country.

Revolution Foods joined the ICA Portfolio in 2005 with six employees operating out of a 1,000 square foot facility. Through the guidance of several ICA Advisors, they gained access to capital that helped scale their product and service offerings, plus the financial management assistance to ensure the best use of that capital. Along the way, Richmond and Tobey have shown a proficiency in managing complex operations, managing public/private partnerships and attracting the right people to get things done. From their humble beginnings, they've grown to headquarter their operations in a 17,500 square foot facility in Oakland, created 231 new jobs in 2010 and served over 30,000,000 healthy meals to date since their engagement with ICA.

As reconciling child obesity has become a national priority, Revolution Foods has gained the attention of the White House. On December 14, 2010 President Obama announced the members of the new White House Council for Community Solutions, who advise the President on the best collaborative ways to solve specific community needs. Not surprisingly, Revolution Foods Co-Founder Kristen Richmond was selected to the Council.

By leading with their value system, combined with a strong commitment to their employees, we expect that Revolution Foods will continue to create quality inner city jobs as they expand. In 2011, ICA's engagement with Revolution Foods will build on their innovative investing models to further scale their impact, provide senior executive and middle management advice and lead advocacy around policy and local schools engagement.







6 Jobs Before ICA

433 Jobs Presently

"These impressive men and women have dedicated their lives and careers to civic engagement and social innovation. I commend them for their outstanding contribu tions to their communities. and I am confident that they will serve the American people well in their new roles on the White House Council for Community Solutions."

-U.S. President Barack Obama







2011 Learning in Action



Inner City Percentage

- **◆ Learning:** A gap remains between workforce development programs and their connection to the types of jobs ICA companies are creating.
- Action: ICA aims to implement better strategies to identify inner city residents and innovative workforce development programs to form strategic partnerships that will yield quality human resources for ICA companies.



Operations

- Learning: Like our entrepreneurs, during the economic downturn ICA needed to focus and invest in its internal operations and recruit a high caliber team in order to manage its growth challenges for effective scale.
- ◆ Action: ICA has adopted an operational planning and execution approach, founded on a quality service discipline and measurable mission-results, that will allow ICA to scale its revenues, number of entrepreneurs served and ultimately lead to an increase in job creation.



Smart Capital

- **♦ Learning:** Raising capital continues to be a barrier to growth and expansion for inner city businesses. Despite increased economic activity, there is still a gap in access to capital for the profile of entrepreneurs ICA serves.
- Action: ICA is building on its fervent effort to ensure that companies become capital-ready, focusing specifically on the dynamics of strengthening balance sheets, bridging collateral and guarantee gaps, and preparing the appropriate capitalization structures.



Portfolio Management

- **Learning:** ICA's Professional Service Provider program is a crucial component to the ICA advising model. Providing significantly discounted professional services is critical to a Portfolio Company's success.
- Action: ICA is developing strategic partnerships with professional service providers in various areas of business, such as legal and accounting, to ensure that companies have the resources needed to implement their ICA advice and workplan.
- **Learning:** Inner city companies value ICA's rigorous due diligence process as part of the ICA Portfolio recruitment practice. The advising and consulting time invested to understand the business and 8-factor analysis provided as part of the assessment process, both challenges and strengthens entrepreneurs' view of the business.
- Action: ICA is doubling the number of due diligence assessments conducted in order to provide added value to more inner city companies, and to grow the pipeline for ICA's Portfolio.



Portfolio Management (continued)

- **Learning:** ICA has created a culture of reciprocity by facilitating Portfolio Companies to work with each other. By sharing resources, information, advice, and passion for the ICA mission, companies are getting more done, with less.
- Action: ICA aims to further instill a culture of sharing and learning as a competitive advantage of the ICA business model, companies, and of inner city communities.
- **Learning:** Creating "quality" jobs is not always easy for small businesses. Seasonal and oscillating product and service demand combined with limited financial resources, results in entrepreneurs with few choices for affordable benefit and compensation packages.
- Action: Through ICA's capital partners, professional service provider strategic partners, and guidance from ICA advisors, businesses can create realistic road maps for achieving the necessary milestones required to realize, improve and create "quality" of jobs.
- **Learning:** Companies need ICA's help earlier. There are opportunities to support the growth of innovative business models before they generate the minimum \$1M annual revenue typically required to be accepted into the ICA Portfolio. Nurturing these younger companies will require more time, but by balancing this investment with strong Mission Returns, ICA can incorporate 2-3 allowances per year.
- ♠ Action: Continue to evaluate models for serving early stage companies by incorporating the talents of Executive MBA teams, capital partners, and forward-thinking suppliers, e.g. Whole Foods.



Entrepreneurship Institute

- **Learning:** Entrepreneurs value the "pracademic" approach taken by Michael Bush during ICA's Business Growth Strategy Course, which takes academic concepts and translates them into practical, meaningful information that entrepreneurs can immediately execute in their business.
- Action: ICA will recruit more entrepreneurs with a proven track record of growing and operating businesses, combined with a "pracademic" teaching approach in the areas of sales, marketing, accounting and sustainability as a competitive strategy.
- **Learning:** We saw the value in expanding our audience to include younger companies, broader sized companies and new inner city markets. We learned that engaging middle and senior-level management strengthens an entrepreneur's ability to scale and grow their business with a unified vision
- Action: ICA will intentionally engage new audiences, including larger inner city based companies looking to scale, and entering new markets such as targeted inner city communities in San Francisco.



Snapshot of Portfolio Companies



Blue Bottle Coffee Company

Microroaster and retailer of coffee beans and espresso drinks

James Freeman, Founder

Oakland, CA



BTTR Ventures

Grows and manufactures gourmet mushrooms from coffee grounds

Nikhil Arora, Co-Founder Alejandro Velez, Co-Founder

Oakland, CA



Clinica la Luna y el Sol

Medical clinic for spanish speaking community

Debra Turner, President Oakland, CA



Cook!

Delivers ready to cook, gourmet meal kits to your home and office

Nona Lim, Founder & President San Francisco, CA



D-Unique Tools

Manufacturer of carpenter's layout tools

Nanette Hunter President & CEO

Oakland, CA



Ed Support Services

Providing behavioral and educational services to people with disabilities

Tanya Scott, Co-Founder Meredith Akers, Co-Founder Oakland, CA



Excellent Packaging & Supply

Wholesale distributor of nature-based food service packaging

Allen King, President Richmond, CA



Give Something Back Business Products

Office supply and furniture seller with a goal of donating most of their net profits to community nonprofit groups

Mike Hannigan, Co-Founder Sean Marx, Co-Founder Oakland, CA



Home Health Advocates

Provides personalized care and assistance for seniors from the comfort of their own homes

Alex Saldarriaga, Founder & CEO San Francisco, CA



Juniper Ridge

Maker of wild-crafted and natural aromatherapy products Hall Newbegin, Founder & CEO Oakland CA



Merriwether & Williams Insurance Services

management services for clients that support the good of the community at large Ingrid Merriwether, CEO



Rick Williams, COO Oakland, CA



Numi Organic Teas

Top quality organic teas Ahmed Rahim, Co-Founder Reem Rahim, Co-Founder

Oakland, CA



OCSI.co

Outsource Consulting Services

Staff augmentation, project resources, payroll and human resources risk management services

Sandra Floyd, President & CEO Oakland, CA



Prather Ranch Meat Co.

Raises, distributes and sells quality, humanely-raised, flavorful meat products Doug Stonebreaker President

& CE0 Oakland CA



Premier Organics

Producer of organic raw nut butters

Santiago Cuenca-Romero, Co-Founder & President Jason Mahon, Co-Founder Saul Amarista. Co-Founder

Oakland, CA



Healthy food, nutrition education, and operational support for school food service

Kristin Groos Richmond. Co-Founder

Kirsten Tobey, Co-Founder Oakland, CA

Tucker Technology

Telecommunications and information technology solutions

Frank Tucker, President & CEO Oakland, CA



Xantrion

Consulting firm providing computer network support services

Anne Bisagno, Co-Founder & President?

Tom Snyder, Co-Founder & COO

Oakland, CA





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