



Office of the Minnesota Secretary of State

Minnesota Public Benefit Corporation / Annual Benefit Report

Minnesota Statutes, Chapter 304A

Read the instructions before completing this form
 Must be filed by March 31
 Filing Fee: \$55 for expedited service in-person, \$35 if submitted by mail

The Annual Benefit Report covers the 12 month period ending on December 31 of the previous year.
 Notice: Failure to file this form by March 31 of this year will result in the revocation of the corporation's public benefit status without further notice from the Secretary of State, pursuant to Minnesota Statutes, Section 304A.301

1. Corporate Name: (Required) Butter Bakery Cafe GBC

2. The public benefit corporation's board of directors has reviewed and approved this report.

3. In the field below, enter the information required by section 304A.301 subd. 2 or 3 for the period covered by this report, (see instructions for further information): Note: Use additional sheets if needed. (Required)

see attached

4. I, the undersigned, certify that I am the chief executive officer of this public benefit corporation. I further certify that I have signed this document no more than 30 days before the document is delivered to the secretary of state for filing, and that this document is current when signed. I further certify that I have completed all required fields, and that the information in this document is true and correct and in compliance with the applicable chapter of Minnesota Statutes. I understand that by signing this document I am subject to the penalties of perjury as set forth in Section 609.48 as if I had signed this document under oath.

Daniel Swenson Klatt

Signature of Public Benefit Corporation's Chief Executive Officer

March 11, 2022

Date (Must be dated within 30 days before the report is delivered to the Secretary of State for Filing)

Email Address for Official Notices

Enter an email address to which the Secretary of State can forward official notices required by law and other notices:

daniel@butterbakerycafe.com

Check here to have your email address excluded from requests for bulk data, to the extent allowed by Minnesota law.

List a name and daytime phone number of a person who can be contacted about this form:

Daniel Swenson-Klatt 612-227-9164

Contact Name

Phone Number

Entities that own, lease, or have any financial interest in agricultural land or land capable of being farmed must register with the MN Dept. of Agriculture's Corporate Farm Program.

Does this entity own, lease, or have any financial interest in agricultural land or land capable of being farmed?
 Yes No



Social Benefit Corporation Goals REPORT FOR 2021 Butter Bakery Café GBC, Minneapolis, MN

Amidst ongoing pandemic precautions and restrictions, 2021 was a difficult year to fully lean into our social benefit goals. We did choose to live into abundance and hope, were buoyed by government support early in the year, and celebrated many accomplishments, not the least of which was to remain open throughout the year and provide service to our community.

While it might have been a wiser approach to limit our scope and narrow our focus to our own survival, we found that by embracing our mission and social benefit goals, we were able to not just survive but to thrive. We were able to experience sales growth of over 20% from 2020. We were, however, still below our customary traffic levels of pre-pandemic year averages.

Our toughest challenge by far in 2021 was to "re-open" in May for indoor dining after restrictions were imposed in March of 2020. We had been functioning at 'half-speed' with 12 staff during much of 2020. To return to our standard staffing level of 20, during a time when caution still was high, when every other restaurant was also attempting to add staff, and when those returning to work had many worries from being out of front-line contact positions created a bumpy summer experience for staff and customers alike.

Supply chain and inflationary pressures also made it difficult to navigate and maintain mission-focused activity. We did find that many of our sustainability practices provided more resilience and reduced some of the larger challenges that others were facing. For example, using the Community Supported Shares model offered us a way to grow a base of activity during both 2020 and 2021. In 2021 we expanded this offering to include a pre-paid memberships for a weekly soup share in addition to bread shares.

Once we were able to stabilize our staffing at our pre-pandemic levels in the fall, we chose to maintain that staffing level through the winter to avoid the kinds of challenges we faced in the spring of 2021. This meant running deficit budgets through the winter months and using emergency loan proceeds to sustain our staffing level. Only the three summer months of 2021 were able to provide sales revenue at a level that matched expenses. While this is not a sustainable model, we feel that we are in better shape for being at full-speed as we enter spring of 2022 when covid restrictions ease, anticipated customer traffic returns, and supply chain challenges get worked out.

An unanticipated benefit of the upheaval of the pandemic and last year's civil unrest, were changes in the work-life balance expectations of our part-time, customer service staff. Where this group of employees in the past were likely to be working 3 or more jobs while trying to continue some form of schooling, they have come to us this past year with more intention to focus on a single job and, in doing so, to choose a job which fits their passion and vocation. We are seeing more committed workers who are eager to build their leadership skills and grow as employees by investing in our mission and social benefit activities.

BENEFIT ACTIVITIES for 2021

1) provide supportive internship training experiences for youth at risk of homelessness

- We provided supportive opportunities for three interns who worked a total of 624 hours.
- Two of these interns completed their full three-month training and were hired to work as staff. We also re-hired an intern as a staff member in 2021 who had left during the pandemic months of 2020.
- Through continued collaboration with Wildflyer Coffee, whose mission mirrors ours, we hired two staff who had completed internship work through their program.
- Challenges of the pandemic limited direct work with Wildflyer, although we shared a staff member in order to maintain ongoing communication.
- Staffing disruptions within the residential program created challenges for maintaining and supporting interns from Nicollet Square Housing in the summer and fall of 2021. We are heartened that staffing there has stabilized for 2022.
- Among Dan's business mentoring and consultations, five focused primarily on internship programming and in bringing this to new businesses such as Twisted Hare Salon.

2) be an advocate for workplace improvements in the restaurant industry

- We were nominated and honored as a 2021 Social Impact Award winner through Social Enterprise MSP for our equity, sustainability and training efforts.
- Paid Family Medical Leave advocacy efforts continued. Dan testified before the Minnesota State legislature, was a business voice for Minnesotans for Paid Leave, and through Main Street Alliance, travelled to Washington DC in October to testify at a hearing of the Joint Economic Commission
- Dan participated in Federal lobbying for the One Fair Wage Act to end subminimum tip wages.
- Dan completed service as a member of RAISE Steering Committee to address improvements industry-wide.
- Butter added provisions for additional paid leave time for staff to recognize health issues related to the pandemic
- Hiring efforts to increase our diversity (11 of the 32 who worked during 2021 identified as BIPOC) matched our 2020 percentage but still remain 7% lower than pre-pandemic levels.
- Dan participated in the ongoing roundtable for no-tip models, celebrating several other businesses making this transition during 2021.
- Dan offered consultation with 5 businesses in relation to industry improvements
- Butter built support for women-owned and BIPOC-owned businesses by adding three new vendors and one new Community Supported Agriculture program.
- Dan served on Bloomington City Council's Earned Sick and Safe Time ordinance work group to bring restaurant industry experience to the table.
- Butter's base wage rose to \$15.75/hr. Average compensation for 2021 was \$15.96/hr.

3) offer a model of a sustainable business with a zero-waste goal

- Butter sourced 83% of our ingredients to meet our goals of small, independent, locally based suppliers with high quality, fairly traded, and ethically produced ingredients.
- Experienced continued disruption in our supply chains - especially with compostable packaging - which has led to including a charge for packaging in our pricing structure.
- Celebrated the groundbreaking for a housing development behind Butter at 17 W 37th St that will collaborate with us for rainwater re-use.
- Hosted four CSA's serving over 60 members to promote the local agricultural economy.
- Vendor/supplier distance remained steady at an average of 55 miles.
- Staff locality remains under 2 miles - supporting a majority who walk, bike, or take public transportation.
- Dan's average monthly mileage dropped 25 miles a month (16% decrease from 2020)
- We continued working with business startup- *Forever Ware* - to bring a no-waste option for takeout - with planning in place to make this a default option at the cafe.
- We continue to be involved in environmental justice through the Campaign to Save the Boundary Waters as well as work with StopLine3, MN350, and Minneapolis Climate Action that are necessary to create a sustainable future for all businesses.
- Dan has brought a sustainability lens to 38th Street Cultural Corridor conversations and redevelopment at 3030 Nicollet Avenue as well as other local development projects.

With the murder of George Floyd in May of 2020, we committed to increased equity efforts in all parts of our business model, recognizing our interconnectedness and the need for being a model for justice. In 2021 this included efforts to promote a community-based public safety model, working with neighbors and community organizations as a business voice and place to gather, raise funds, and share information across our community. A highlight of this effort was our neighborhood's, 100 Days of Community which led us to prepare for the one-year anniversary of George Floyd's murder and to process the trial of Derek Chauvin.

Statement regarding use of a Third-Party Standard for Assessment purposes

The board of Butter Bakery Cafe has chosen to use the B Lab - B Impact Assessment for developing Specific Benefit Goals and setting direction to meet the standards for becoming a certified B-Corporation. We currently are not seeking full certification but intend to use the process for creating the framework for our business development. Through assessment from Ecotone Analytics we have a baseline report for 2021 to use for goal setting in 2022. (attached)

★ Adopted by the Butter Bakery Cafe GBC Advisory Board - through electronic approval.
March 11, 2022



Butter Bakery Cafe 2021 Annual Notes for the Butter Crew

Staffing -

- FTE averaged 9.2 with a low of 7.6 (late April) to a high of 11.4 (late July)
- Added 15 - 4 as rehires - 5 through intern programming
- Eight left during the year - five of these eight started during 2021.
- Currently 20 staff / FTE of 11.2
- 10 of our 20 current staff worked the full year
- base wage rose to \$15.75 / hour - average compensation is \$15.96/hr
- PTO totaled over 1500 hours / non-regular compensation was 6% of total

Community Support

- Gift Card Sales continue to remain very high with nearly \$9K in activations.
- Community "donations" continue to come in - with over \$2400 collected.
- a \$1000 gift provided Labor Day Holiday pay to our staff
- over \$4000 in contributions - KFNA Empty Bowls (\$750), Aliveness Project (\$1000), Line 3 Resistance (\$1650), and in memory of, Dean Laite (\$600) who passed away in June.
- Grant support from MN (15K), Hennepin County (15K), SBA (\$5K) and a PPP loan (93K)

Operations

- full year of the ongoing pandemic - reopened indoor dining in May - added 9 outdoor seats with the installation of a city-owned parklet
- helped lead "100 Days of Community" to honor anniversary of George Floyd's murder
- re-opening of our 35W ramp access and participated in a bridging event at 40th Street
- We refined online presence and built our online store

Equity

- advocate for community safety and the creation of wealth in BIPOC communities as we have participated in study and conversation surrounding reparations efforts.
- advocacy work with ReClaim the Block, Kingfield Neighbors for Community Safety, Mobile Mental Health Emergency Response Teams, and Black Lives Matter, Main Street Alliance, RAISE Restaurants/ROC, and Get Out the Vote.
- environmental justice through the Campaign to Save the Boundary Waters as well as work with StopLine3, MN350, and Minneapolis Climate Action.
- 38th Street Cultural Corridor conversations and redevelopment at 3030 Nicollet Avenue
- awarded a Social Impact Award by Social Enterprise MSP
- business voice for Minnesotans for Paid Leave, and Dan travelled to Washington DC in October to testify at a hearing of the Joint Economic Commission
- The inability to meet in person ended efforts to work with our consultant, LaDonna Redmond, but we still intend to pursue opportunities to build an equity and inclusion plan into our cafe training.

Impact Baseline Report for Butter Bakery Cafe GBC

MARCH 30, 2021

Ecotone Analytics developed the Impact Baseline Tool to classify organizational impact and enhance understanding of impact measurement and management.

The tool aligns an organization's impact strategy to:



Other considerations include:

- 8 priority areas of GreaterMSP's Regional Indicators
- IMPLAN, an economic impact model

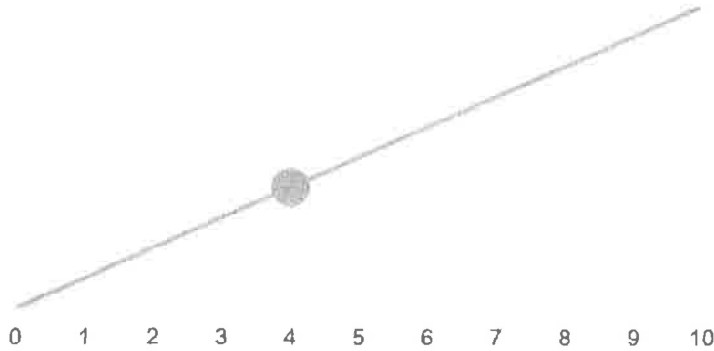
SUMMARY OF YOUR IMPACT

Current Rating of Active Impact Management¹

4

Compared to Peers:

4



Compared to others in the same impact area, your organization considers:

- Organization Location **Less**
- Organizational Supply Chain **More**
- Transportation **More**
- Vendors/Suppliers Used **More**
- Waste Production **More**

Why is this important?

Developing a logic model, tracking impact data, and creating an impact strategy are essential to understanding and evaluating organizational or programmatic impact. This information is key to managing both the positive and negative impacts an organization is contributing to.

It is also important for:

- continuous improvement
- alignment of outcomes with program mission
- policy, management, and investment decision-making
- multi-stakeholder and multi-benefit strategic collaboration
- data strategy

Your Impact Measurement to Date:

Key strategic measures for managing impact	✓
Use of impact measures in strategic and tactical adjustments	✓
Developed a logic model	X
Created a theory of change/impact thesis	X
Data strategy and collection	X
Data collection and analytics	✓
Impact evaluation	✓
Social return on investment	X
Other impact measurement and management	X
Review of impact measures	Quarterly

To see where these answers came from, refer to: *Measuring Impact - 1 - 3*

¹Your rating is based on the impact measurement in the table above and is compared to peers in your same impact area.

IMPACT MANAGEMENT PROJECT

WHAT YOU SHARED IN THE IMPACT SHOWCASE SURVEY:

WHAT

The outcome(s):

In our 15 years we have been pleased to witness the adoption of organic composting at a city level, having been one of a handful of businesses willing to model, promote, and champion this method of reducing waste, especially in a restaurant setting. While not yet at 0, we compost and recycle over 90% of our waste in both front and back of the shop. When Minneapolis activists sought to bring Earned Sick and Safe Time to all part-time workers, we stepped up to be a business voice, and by our own process of building ESST into our business model, we were able to share our experience and provide assurance to others that it was a benefit not a harm to small businesses. And when a \$15 minimum wage effort was considered, we were sought out to help lead the business voice in favor of this as well. Our experiences have been brought to the state capital and to Washington for testimony and legislative action. Our staff is positively impacted by knowing our commitment to them and all workers. Our commitment to local sourcing, fairly traded items and environmentally friendly materials has been an educational process for our staff, customers and suppliers as well. We have prodded our vendors into finding biodegradable items for us and have helped them be leaders by encouraging others to ask the same of them. We have a strong, loyal community following who push us as well and we have been willing to recognize our own need for growth and change when confronted.

Value to stakeholder(s):

Zero Waste: Through purchasing, operational efforts and education we have created a restaurant that produces a minimal level of waste and continues to find ways to reduce that waste as we seek a zero waste goal. We have worked with our city and county as a consultant and mentor to encourage more restaurants to adopt this goal. We intend to work with our neighborhood organization (Kingfield) to create the first Green Business Neighborhood by incentivizing, educating, and mentoring the 120 businesses in our neighborhood boundaries. **Workplace Improvements:** We have witnessed the addition of many restaurants into no-tip models of compensation which we adopted in 2017. We have helped encourage fair and equitable wages for workers in our industry and note our much higher than average length-of-stay for workers as compared to others in our industry. **Training Opportunities:** We collaborated with another training partner, Wildflyer Coffee, to provide 7 young adults workplace training this fall, as we sought to improve our own efforts and reach for providing internship experiences for youth experiencing homelessness and housing insecurity. We provided a temporary home for WFC as they sought their own space and are now looking to build out the next phase of our training partnership as they operate in their own building.

THE 5 DIMENSIONS OF IMPACT:

WHAT

What outcome occurs in period? How important is the outcome to the people (or planet) experiencing it?

WHO

Who experiences the outcome? How under served are the affected stakeholders in relation to the outcome?

HOW MUCH

How much of the outcome occurs-across scale, depth and duration?

CONTRIBUTION

What is the enterprise's contribution to the outcome accounting for what would have happened anyway?

IMPACT RISK

What is the risk to the people and planet that impact does not occur as expected?

Impact Management Project: Creative Commons Attribution-No Derivatives

Why is this important?

The Impact Management Project (IMP) is a community of 2,000+ organizations building consensus on how to measure, compare and report impact on environmental and social issues. The IMP community has developed a set of five dimensions of impact in order to help build consensus and a common language when organizations and investors discuss their impact. This has been a rapidly growing field, and alignment with the 5 dimensions could help attract additional investment and continue to enhance impact monitoring and evaluation practices.

WHO

Impacted stakeholder(s):

Young adults experiencing homelessness and housing insecurity.

Location of service(s):

Twin Cities Metro (14 county)

Target audience(s) / group(s) served:

While we are a south-west Minneapolis neighborhood cafe serving an intergenerational - diverse group of community members, we see our overall impact as city-wide, state-wide, and indeed national when we connect with other restaurants from across the country to advocate for policies that provide a more equitable and healthy workplace for our workers. We want to change the restaurant industry! We also have chosen to work with young adults who have experienced homelessness as a way to share our experiences and resources in a safe workplace setting. These 18 to 24 year olds have faced many barriers to developing positive work skills and it is our intention to provide meaningful experiences for their growth.

HOW MUCH

Number of participants:

25 or less

Length of program engagement:

Other

CONTRIBUTION

Pending Additional Ecotone Impact Analysis

Impact of COVID-19 pandemic:

Our industry has face many restrictions and confusion over on-and-off dining limits. While we had to reduce our staffing and services, we operated continuously throughout the past year. We were able to maintain all of our social benefit activities and in some cases, the situation called for increasing our impact. We became a neighborhood food partner for those neighbors who were unhoused and sought shelter in our neighborhood parks. We became a donation collector and re-distributor to those in need, especially working with the young adults who we connect to in the supportive housing program. We became advocates for social justice in new ways and opened our space for artists, community members and out-of-town visitors as a welcoming space.

Extent of beneficiary engagement in design:

Yes, the beneficiaries were included in the services design process

Received feedback adapted strategy based on it?

No, we don't currently have feedback loop in place

Participant barriers to traditional success / access:

I don't know

*To see where these answers came from, refer to:
Organizational Overview - 3, 4, 5, 9, and 11
Measuring Impact - 7 - 12*

INCLUSIVE ECONOMY INDICATORS

WHAT YOU SHARED IN THE IMPACT SHOWCASE SURVEY:



EQUITABLE

Have you found the need to explore new revenue streams this year?

Yes

Have you found a need to explore borrowing this year?

Yes

Difference(s) from traditional business or non-profit:

While still organized as a for-profit business our General Benefit Corporation status is the core of who we are. We see people, planet and profit as three-legged stool - all are equally regarded and necessary in the planning and decisions we make. We have been a partner with our neighborhood organizations as a community resource and collaborator for community investment.

Inclusivity and equity within your organization:

We have set inclusivity goals and currently working with a consultant to build equity and inclusivity into our workplace culture.

PARTICIPATORY

Legal Status of your Organization:

- Public Benefit Corporation (for-profit entity)

Briefly describe your revenue streams or model:

We sell products we make on site as well as resell some retail items. We provide some services and take donations to support our internship training programming.

How SEMSP can help you engage others:

Purchasing our products is probably the best way to support us allowing us to maintain our staffing and support our suppliers and farmers. We would like to increase our partnerships with organizations who need food and drink for gatherings, events and trainings. We always welcome mentors and resources for our young adult interns to help them gain additional work and life experiences and explore career opportunities. We have subscription and membership opportunities for becoming connected to our cafe's community and its ongoing mission.

HOW DOES THE INCLUSIVE ECONOMIES FRAMEWORK DESCRIBE THE CHARACTERISTICS TO AN INCLUSIVE ECONOMY?

Inclusive Economy

Expand opportunities for more broadly shared prosperity, especially for those facing the greatest barriers to advancing their well-being.

EQUITABLE

- Upward mobility for all.
- Reduction of inequality.
- Equal access to public goods and ecosystem services.

PARTICIPATORY

- People are able to access and participate in markets as workers, consumers, and business owners.
- Market transparency and information symmetry.
- Widespread technology infrastructure for the betterment of all.

For more information: Benner, C. & M. Pastor. (2016). *Inclusive Economy Indicators: Framework & Indicator Recommendations.*

INCLUSIVE ECONOMY INDICATORS

CONTINUED

WHAT YOU SHARED IN THE IMPACT SHOWCASE SURVEY:

GROWING

Growing skills and talent:

I am looking for an operations manager as well as a bookkeeper.

Identified desire / need for training and education:

Workshops for hard & soft skills

SUSTAINABLE

Continued focus on prioritizing people and planet:

- Frequently discussed internally among staff (meetings or regular communications, etc.)
- Communicate results / reports publicly and to stakeholders
- Consistently incorporating new knowledge into strategy
- Other

Contracted sustainability expertise:

Yes

Integration of environmental practices:

See above: Energy Efficiency including water conservation Sourcing models and locality efforts Composting, recycling and zero waste goal Care of outdoor space and modeling of care of watershed

Environmental Impact Considerations:

Organizational Supply Chain

5 - Impact is factored into business decisions/model

Waste Production

5 - Impact is factored into business decisions/model

Transportation

5 - Impact is factored into business decisions/model

Vendors / Suppliers Used

5 - Impact is factored into business decisions/model

Organization Location (i.e. if you own a restaurant or coffee shop)

5 - Impact is factored into business decisions/model

HOW DOES THE INCLUSIVE ECONOMIES FRAMEWORK DESCRIBE THE CHARACTERISTICS TO AN INCLUSIVE ECONOMY?

GROWING

- *Increasing good job and work opportunity.*
- *Improving material well-being.*
- *Economic transformation for the betterment of all.*

SUSTAINABLE

- *Social and economic well-being is increasingly sustained over time.*
- *Greater investments in environmental health and reduced natural resource usage.*
- *Decision-making processes incorporate longterm costs.*

Why is this important?

The Rockefeller Foundation developed a framework for understanding characteristics of an inclusive economy: equitable, participatory, growing, sustainable and stable. Alignment to the framework helps identify which indicators could be measured, and in turn, how an organization may adapt its strategy to advance inclusivity and equity.

To see where these answers came from, refer to:
Measuring Impact - 4
Organizational Overview - 2, 6, and 12
Revenue Model - 1, 4, and 5
Sustainability / Environmental Practices - 1 - 9
Talent / Employee - 6, 23, and 28

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

WHAT YOU SHARED IN THE IMPACT SHOWCASE SURVEY:



United Nations Sustainable Development Goals (UN SDGs) Impacted:

- 1 - No Poverty
- 2 - Zero Hunger
- 3 - Good Health and Well-being
- 4 - Quality Education
- 5 - Gender Equality
- 6 - Clean Water and Sanitation
- 7 - Affordable and Clean Energy
- 8 - Decent Work and Economic Growth
- 9 - Industry, Innovation and Infrastructure
- 10 - Reduced Inequalities
- 11 - Sustainable Cities and Communities
- 12 - Responsible Consumption and Production
- 13 - Climate Action
- 14 - Life Below Water
- 15 - Life on Land
- 16 - Peace, Justice, and Strong Institutions
- 17 - Partnership for the Goals

Why is this important?

These are the blueprint, established by the United Nations, to achieve a better and more sustainable future for all and include 17 distinct goals. They serve as an easily recognizable marker of agreed upon impact areas for stakeholders.

For more information on UN SDGs:
un.org/sustainabledevelopment

Department of Economic and Social Affairs - Sustainable Development. (2021). United Nations Sustainable Development Goals. United Nations.

To see where these answers came from, refer to: Measuring Impact - 5 and 6

Strategy for UN SDGs:

1. We provide equitable wages for all staff with a base wage of \$15/hr. We create positions that support young adults to be able to live independently. 2. We partner with the Food Group, provide food donations to our housing program, and have a community garden space available for neighbors to harvest. 3. We promote healthy food options and provide access to affordable, high quality ingredients. 4. We are partners with several schools and have created partnerships with teachers, students and families to support educational activities. 5. We actively seek to provide leadership roles for women in our organization. 6. Water conservation has been a key part of being an industry model. 7. We designed our new site with the highest energy efficiency standards, including all LED/CFL lighting. 8. Our internship efforts target young adults who have struggled with educational experiences. 9. We have consistently chosen to be ahead of the game in the restaurant industry whether through composting, eliminating tips, or partnering directly with farmers. 10. We straddle an area of our city where economic disparities are wide. We have made intentional efforts to be especially welcoming to our neighbors who face economic instability. 11. We seek to source locally and hire staff who can walk to work (including the owner). 12. Our small batch - from scratch model encourages more manageable production. 13. We participate in renewable energy advocacy and are 100% wind source powered. 14. We have partnered with the Watershed district for creating better use of our outdoor space and are working with a housing developer next to us to utilize their runoff for our gardens. 15. We advocate for organic and regenerative farming practices and model these on our own space. 16. We are a business voice that advocates for worker justice. 17. We have been an active participant in city and state legislation.

SOCIAL ENTERPRISES

WHAT YOU SHARED IN THE IMPACT SHOWCASE SURVEY:



SOCIAL ENTERPRISES

Proportion of Earned Revenue to Grants/Donations:

10% grants/donations, 90% earned revenue

What stage of enterprise is your organization at?

Growth: Achieving significant growth and funding

Social Aspect of Organization:

- Selling - Organizations that make their impact through what they sell or to whom they sell it.
- Sourcing - Organizations that develop their programs by how they make their products or services.
- Sharing - Organizations that exist to share some or all of their profits with charitable organizations or causes.
- Staffing - Organizations that exist to employ people who have traditionally experienced barriers to mainstream employment.

Why is this important?

SEMSP envisions a purpose-driven economy that creates equity for all. To best support social enterprises in their journey to creating social impact and thriving businesses, SEMSP would like to understand how organizations are operating. Evaluating the social enterprise ecosystem helps build awareness around social impact and develop resources and tools for social enterprises to succeed.

The social aspect of the organization can be categorized in different ways – by selling, sourcing, and/or sharing, hiring practices, investment, and leadership. Many organizations can be one or more of these components. The categories are:

- **Selling** - Organizations that make their impact through what they sell or to whom they sell it.
- **Sourcing** - Organizations that develop their programs by how they make their products or services.
- **Sharing** - Organizations that exist to share some or all of their profits with charitable organizations or causes.
- **Staffing** - Organizations that exist to employ people who have traditionally experienced barriers to mainstream employment.

For more information: Ochs, J. & Brown, B. (2013). Present at the Creation: The Emergence of Social Business, Impact Investing, and the Fourth Sector in Minnesota. Socontia.

To see where these answers came from, refer to:
Organizational Overview - 7 and 10
Revenue Model - 3

GREATER MSP

WHAT YOU SHARED IN THE IMPACT SHOWCASE SURVEY:

GREATER MSP

Minneapolis Saint Paul Regional Economic Development Partnership

Why is this important?

GreaterMSP has identified 8 priority areas to monitor for long-term success and regional economic competitiveness. Using this set of shared metrics, organizations can better track success and opportunity for improvement as well as compare themselves to the regional average.

An inclusive economy means equitable opportunity for all to participate. While it does not address how inclusive a particular organization's culture is or whether individuals feel empowered within an organization, disaggregating data by race/ethnicity can be an important, lagging indicator for inclusion efforts and for recognizing structural barriers and systemic inequity.

For more information, visit greatermsp.org/regional-indicators-2020

SOCIAL ENTERPRISES

Average Wage of Employees:

\$14,000 (\$21,000 for FT / \$8,500 for PT)

Compared to GreaterMSP's 2020
Average Weekly Wage: \$1,207

Race / Ethnicity of Leaders on your Team

- Caucasian: 2
- Hispanic:

Race / Ethnicity of Founder/CEO/Executive Director:

- Caucasian: 1

What is the gender identity of your founder(s)?

- Male: 1

Does the founder(s) identify as LGBTQAI+?

- No: 1

Is the founder(s) the child of an immigrant?

- No: 1

Is the founder(s) an immigrant?

- No: 1

Is the founder(s) a military veteran?

- No: 1

Is the founder(s) living with any disabilities?

- No: 1

What is the race/ethnicity of your CEO?

Our CEO and founder are the same person.

What is the gender identity of your CEO?

Our CEO and founder are the same person.

Does the CEO identify as LGBTQAI+?

Our CEO and founder are the same person.

Is the CEO the child of an immigrant?

Our CEO and founder are the same person.

Is the CEO an immigrant?

Our CEO and founder are the same person.

Is the CEO a military veteran?

Our CEO and founder are the same person.

Is the CEO living with any disabilities?

Our CEO and founder are the same person.

Race / Ethnicity of employees:

- Black or African American: 5
- American Indian or Alaska Native: 0
- Asian: 0
- Native Hawaiian and Pacific Islander: 0
- Caucasian: 11
- Hispanic: 0
- Other: 0
- Not sure / Prefer not to say: 0

Related to GreaterMSP's 2020

Employment Gap White – of Color (Aged 16-64): 9%

GREATERMSP

WHAT YOU SHARED IN THE IMPACT SHOWCASE SURVEY:

GREATER MSP

Minneapolis Saint Paul Regional Economic Development Partnership

BUSINESS VITALITY

Founded

December 2005

Related to GreaterMSP's 2020 Establishments
Surviving 5 years: 54.8%

Related to GreaterMSP's 2020
New Establishments: 9,492

INFRASTRUCTURE

Working Remotely and In-Person:

- In Person: 15
- Remote: 0

Related to 2020 Population That Has Access to Advertised Broadband
Speeds of 1gb or Higher: 26.3%

LIVABILITY

Employee Volunteering Strategy:

No

How Often Employees Volunteer:

N/A

Related to GreaterMSP's 2020 Population 16+ Who Volunteered Last
Year: 49.1%

Cost of Living Adjustment:

N/A

Related to GreaterMSP's 2020 Cost-Burdened Households: 29.6%

Why is this important?

GreaterMSP has identified 8 priority areas to monitor for long-term success and regional economic competitiveness. Using this set of shared metrics, organizations can better track success and opportunity for improvement as well as compare themselves to the regional average.

GreaterMSP tracks the proportion of the population with access to broadband speeds of 1gb or higher. While digital inclusion efforts have been ongoing, the Covid-19 pandemic accelerated the need for digital connection. We asked organizations whether their employees were working remotely or in-person to allow for deeper engagement with those in-person organizations to understand what they need to be successful in-person or what resources they and those already remote need to transition successfully to remote work.

*To see where these answers came from, refer to:
Organizational Overview - 8
Talent / Employees - 4, 7 - 27*

REGIONAL ECONOMIC IMPACT

WHAT YOU SHARED IN THE IMPACT SHOWCASE SURVEY:



REVENUE

Total annual revenue:

\$400,000 for 2020

EMPLOYEES

Full-time employees:

9 FTE (usually breaks down to about 5 ft and 12 pt)

Temporary or seasonal workers:

0

Independent contractors:

2 on a marketing team

Total annual employee compensation:

\$270,000

Why is this important?

An organization may provide jobs and purchase goods and services. This creates an economic impact that extends beyond its own operations, and there can be local or regional implications depending on where and how much hiring and purchasing occurs. Understanding this relationship between an organization's direct activities and the potential indirect and induced economic impact is important as it can inform decision making for investing in local communities.

*To see where these answers came from, refer to:
Revenue Model - 2
Talent / Employees - 1 - 5*

RECOMMENDATIONS FOR IMPACT MEASUREMENT AND MANAGEMENT

SUMMARY RECOMMENDATIONS

1. Create a logic model and identify key metrics that align with your goals
2. Identify success
3. Track social impact metrics
4. Review and report on impact metrics frequently
5. Pick a few core metrics to track with partners
6. Consider the impact frameworks shared above

GOAL-SPECIFIC RECOMMENDATIONS

See the next pages for how these recommendations relate to:

- Fundraising
- Communication
- Strategy
- and Partnerships

FOR FUNDRAISING

Quantifying impact and tracking Key Performance Indicators (KPIs) is essential to supporting positive outcomes and mitigating negative ones. Investors, organizations, and individuals are increasingly demanding transparency and accountability in this impact measurement and management.

Recommendations:

Create a logic model and identify key metrics that align with your goals - *these can serve as talking points for investors, demonstrating your strategy and sophistication as well as elevating how you'll leverage their support. This increases the speed and extent funders*

understand your work by connecting the dots for them. It also helps funders recognize how their funding priorities align with your work.

RECOMMENDATIONS

FOR IMPACT MEASUREMENT AND MANAGEMENT

FOR COMMUNICATION

As a social enterprise, commitment to social impact is integral to your business, startup, or nonprofit, which is why it's important to create strong messaging around your impact goals.

Recommendations:

Identify success - The Impact Management Project Five Dimensions of Impact is a great classification system that helps put handles around what it is you're doing. Review your responses and create concise statements for each section. These short statements can be a great way to communicate with partners, community members, policy makers, etc. about the work you're doing. Use these to grab people's attention via social media or newsletters, and as they demonstrate interest, share additional details and materials.

Review and report impact metrics frequently - Creating an intentional space to design and implement strategies based on results supports continuous improvement. Sharing these results and designed solutions can increase accountability and ultimately increase brand value as consumers are increasingly aligning their purchasing decisions with values.

FOR STRATEGY

An impact statement or a commitment to social and environmental impact can serve as the foundation of your data strategy. By determining what success looks like and identifying key metrics around it, whether the data is quantitative or qualitative, an organization can monitor impact and impact performance, ultimately mitigating negative outcomes and improving positive ones.

Recommendations:

Track social impact metrics - Collecting and analyzing mission-specific metrics can help your organization continuously align your work and goals. This outcomes-focused evaluation can help

identify additional needs, understand program or organization benefits, and signals of value creation.

RECOMMENDATIONS FOR IMPACT MEASUREMENT AND MANAGEMENT

FOR PARTNERSHIPS

Research demonstrates how important diversity, especially diversity across multiple dimensions (race/ethnicity, socioeconomic, education and career history, etc), is to social and financial success. Evidence also suggests that communicating and coordinating across individuals to institutions can diversify and strengthen coalitions. Impact metrics are a great way to build these partnerships as they can help individuals and organizations unite around one clear mission, collaborate on data tracking and evaluation, and win support from broad set of stakeholders.

Recommendations:

Consider the Impact Frameworks shared above - Which indicators, measures, or models are most relevant to your work? Are your current partners also tracking these indicators?

Pick a few core impact metrics with partners - Discuss these metrics with your team and partners, regardless of their impact area, to determine what capacity you have to track them. Considering these measures together can help build accountability, understand community or regional level change, and ultimately support ecosystem change.



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