

REDF

SE4Jobs 12/9 Call:

Impact to Last

Impact to Last:

Lessons from the Front Lines
of Social Enterprise



A REDF
Case Study
Initiative



EXECUTIVE
SUMMARY

AUTHORS
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Agenda

Welcome:	Natasha McLachlan, Project Coordinator REDF
Study Overview:	Ben Thornley, Author & Managing Partner, Tideline
Panel Discussion:	Moderated by Ashley Cordero, Initiatives Manager REDF Jerry Davis, President & CEO Goodwill Maria Kim, President & CEO The Cara Program

Questions from the Audience to follow



T I D E L I N E

Ben Thornley

Author & Managing Partner, Tideline

Ben Thornley co-leads the firm's client engagements and business development. Ben brings his creative energies to research design, strategic planning, program development, impact evaluation, and thought leadership. He has domain expertise in US community finance and public policy.

Twitter: @ImpactInsight

IMPACT TO LAST OVERVIEW

REDF's multi-year research project showcases SE as a job creation strategy. Authors Ben Thornley, Lauren Dixon and Jacqueline Anderson identified and profiled ten high-performing social enterprises that have achieved financial self-sufficiency and that collectively employ over 10,000 annually. *Impact to Last* identifies 5 core drivers, shared practices that enable outstanding organizations to flourish.

ANCHORS



Private or public sector customers that help SEs gain a market foothold.

AUDACITY



A fearless approach driving relationships, business models, and long-term goals.

EVIDENCE



Performance measurement and management, transparent reporting and rigorous evaluation.

GROWTH CAPITAL



Enterprise-level funding or investment that builds the capacity for business expansion.

IDENTITY



Coherent purpose, aligned operational and cultural practices, and exceptional communications.

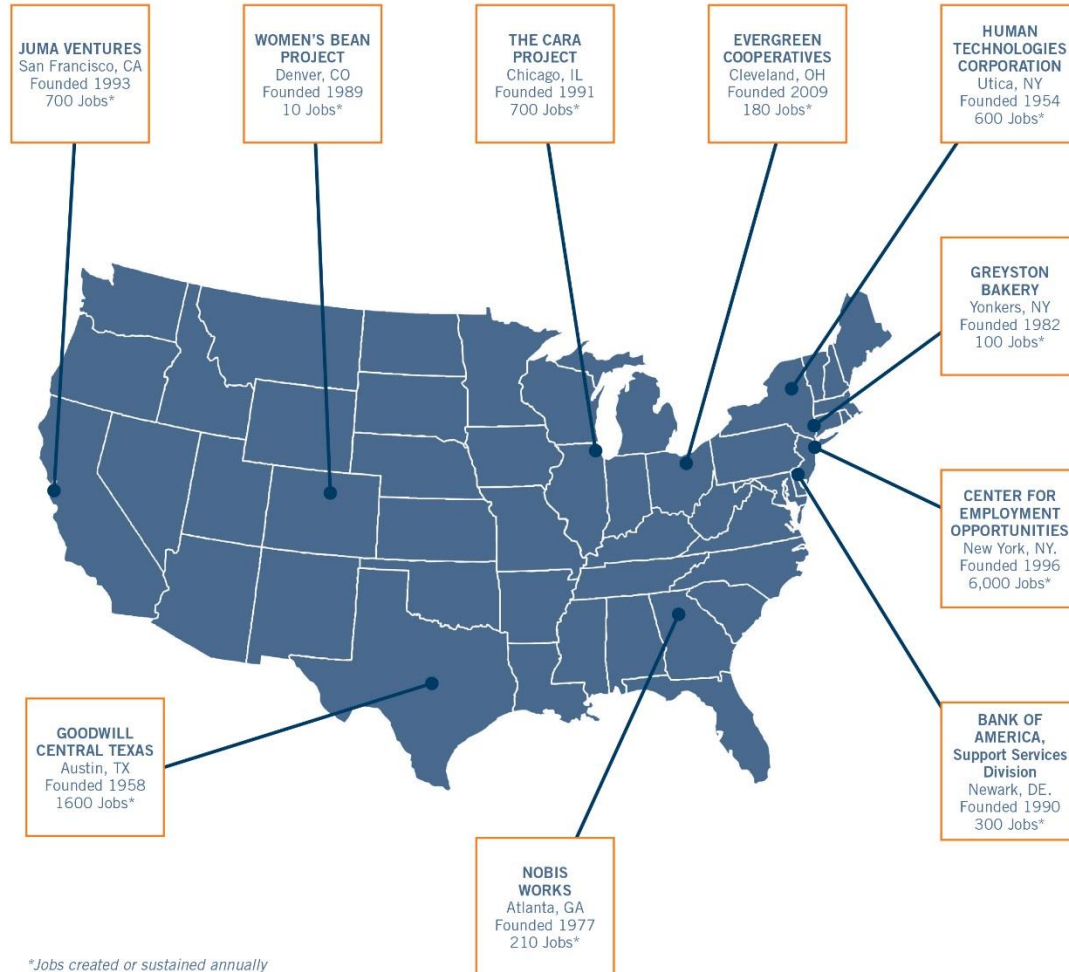
SOCIAL ENTERPRISES STUDIED

SELECTED ENTERPRISES

The 10 social enterprises featured in *Impact to Last* represent a cross-section of the United States, provide job opportunities for people who face barriers to work, deliver a wide range of services and products, and vary in size—both by revenue and people employed.

THESE SOCIAL ENTERPRISES COLLECTIVELY:

- Have over 300 years of operating history
- Employ 10,190 people from their target populations annually
- Generate \$153 million in annual revenue
- Earn 80 percent of revenue from business operations





Jerry Davis President & CEO

Jerry Davis has been President and CEO of Goodwill Central Texas (GCT) since 1998. GCT seeks a societal change: “we plan to reduce the unemployment of four groups of people—those who are homeless, ex-offenders, undereducated, or disabled—to the same level as others in our region experience.” The organization provided 126,371 services to 13,871 people with barriers to employment in 2014. GCT employs approximately 2,000 people and will generate revenues of \$85.7M (2015 est), making it the 16th largest of 165 Goodwill organizations worldwide and the 19th largest employer in Central Texas.

Twitter: @AustinGoodwill

Facebook: Austin Goodwill



Maria Kim President & CEO

After 13 years in the insurance industry (with her last position leading the technology division for a \$400m insurance firm), in 2005 Maria Kim joined Cara – a workforce development and leadership development organization helping men and women affected by poverty to secure and sustain quality employment. As CEO, she is charged with the oversight of Cara’s strategic plan to create or secure 3,500 jobs over five years, through two training campuses, and multiple social enterprises designed to drive jobs for the most difficult to employ, while building diversified revenue for the firm.

Twitter: @maria_kim @motivatedbycara



GOODWILL CENTRAL TEXAS (GCT)

KEY DATA

YEAR FOUNDED:	1958
REVENUE:	\$73 million
NUMBER OF EMPLOYEES:	1,600
HEADQUARTERS:	Austin, TX
MISSION:	Empowering 100,000 Central Texans to transform their lives through work.
ENTERPRISE SERVICES:	Goodwill Central Texas has multiple revenue-generating enterprises, including 31 retail stores, temporary staffing, recycling services, and custodial contracts with public agencies.

GROWTH CAPITAL

A mature income-generating engine providing strategic flexibility. GCT is able to leverage unrestricted revenue from its retail business and staffing services to provide funding for new projects. The goal is to reserve five to eight percent of its operating budget each year for this purpose.

IDENTITY

Alignment between operational goals and organizational mission. GCT's mission is closely aligned with its operations. A large proportion of its revenue comes from the retail and staffing business, which provides GCT with the flexibility to pursue its own goals rather than those of outside grant funders.

AUDACITY

Ambitious long-term goals. Leadership at the CEO and executive levels encourages ambitious long-term goal setting focused directly on achieving clearly-defined scale. These goals have become increasingly audacious over time. The current ten-year plan is focused on achieving full employment for GCT's target population, which means securing 100,000 jobs.

EVIDENCE

Sophisticated performance measurement and management tools. GCT has a sophisticated system and process for tracking its outcomes and measuring its strategic goals. The culture encourages transparency and fosters an honest assessment of successes and failures in order to improve efficiency.



THE CARA PROGRAM (TCP)

KEY DATA

YEAR FOUNDED:	1991
REVENUE:	\$7 million
NUMBER OF EMPLOYEES:	60 Staff; 700 jobs/year (half permanent, half transitional)
HEADQUARTERS:	Chicago, IL
MISSION:	The Cara Program prepares and inspires motivated individuals to break the cycles of homelessness and poverty, transform their lives, strengthen our communities, and forge paths to real and lasting success.
ENTERPRISE SERVICES:	<ul style="list-style-type: none"> • Cleanslate: Neighborhood beautification services, such as sidewalk cleaning, litter abatement, snow removal, landscaping, graffiti removal, and pressure washing • TCP Staffing: Contract staffing firm • Chapter Two: Second-hand book collection and resale/recycling (branded separately, but operating as a Cleanslate subsidiary)



GROWTH CAPITAL

A key funder with the vision and means to push the organization forward. Entrepreneur Tom Owens was the founder and key funder in TCP's early years, providing (to this day) an important source of flexible capital.



IDENTITY

A renowned, transformative approach to service provision. TCP includes a number of strong cultural elements that breed an environment of both high accountability and high support, with merit-based navigation through and graduation from the program. TCP's approach is known as a high-touch and relatively high-investment, but with deep and sustainable impact.



ANCHORS

Reliable, quasi-governmental customers. Chicago's Special Service Areas, similar to business improvement districts in other cities, make up over 65 percent of revenue for TCP's largest business, Cleanslate. TCP also has several important Anchor employers, such as ABM. The commitment of these employers to train and place TCP graduates is integral to the success of the program.

TCP's current, proven approach has remained relatively stable for the past five years since being refined through student interactions and outcomes. TCP is now working toward an ambitious goal of doubling its number of job placements by 2017. The introduction of new database and tracking systems, an understanding of program efficiencies, improved financial sustainability, efforts to diversify customers, and a strong brand identity are providing the foundation for expanded outcomes, allowing the staff and board to consider how to scale more aggressively still.

Questions
