CATALOG OF ILLINOIS WORKFORCE
DEVELOPMENT-FOCUSED SOCIAL ENTERPRISES

Issued: September 2016

Forefront
Engaging for impact

REDF
Investing in Employment and Hope

delta institute
List of Enterprises
A Safe Haven Catering ................................................................................................................................... 7
A Safe Haven Landscaping ............................................................................................................................ 8
A Safe Haven Pest Control ............................................................................................................................ 9
A Safe Haven Talent Resources ................................................................................................................... 11
Added Chance ............................................................................................................................................. 12
After Supper Visions .................................................................................................................................... 13
Baking Training Program .................................................................................................................................. 14
Bright Endeavors ........................................................................................................................................ 15
Bronzeville Green ......................................................................................................................................... 16
Chicago Lighthouse Convenience Store ...................................................................................................... 17
Chicago Lighthouse Industries .................................................................................................................... 18
Civic Staffing ................................................................................................................................................ 19
Cleanslate Chicago ...................................................................................................................................... 20
Cleanstreet .................................................................................................................................................. 21
Client Enterprises ........................................................................................................................................ 22
Contract Management Services .................................................................................................................. 23
Creating Entrepreneurial Opportunities ..................................................................................................... 24
Customer Care Centers ................................................................................................................................ 25
Economic Empowerment ............................................................................................................................. 26
Employment Opportunity Center ............................................................................................................... 27
Employment Services ................................................................................................................................ 28
Employment Training Program ................................................................................................................... 29
New Star: E-Recycling ................................................................................................................................ 30
Free Spirit PRO ............................................................................................................................................ 31
Genesys Works Chicago ............................................................................................................................... 32
Gracie’s Cafe ............................................................................................................................................... 33
Growing Home ............................................................................................................................................ 34
Hearts and Flour Bakery .............................................................................................................................. 35
Inspiration Kitchens - Garfield Park ............................................................................................................. 36
Avenues to Independence: Job Placement Program .................................................................................. 38
Rebuilding Exchange ................................................................................................................................... 39
Knock Out Pickles ......................................................................................................................................... 40
Founded in 1998, Delta Institute is a Chicago-based nonprofit organization working to build a more resilient environment and economy through sustainable solutions. Visit online at www.delta-institute.org.

This publication was made possible by support of REDF. George R. Roberts launched REDF in 1997 to expand job development programs for those who faced the greatest difficulties getting and holding onto a job, his goal was visionary: invest in social enterprises that create jobs and reinvest their earnings in skill development, training, and services for their employees which makes the world a comfortable, safer place for mankind to live and prosper.
Delta thanks Forefront and the members of the Social Innovation Roundtable who envision a thriving and innovative social enterprise sector in Illinois that uses the power of the marketplace to fund social change.

Finally, Delta thanks Julissa Garcia, Delta Institute intern supported by the Crown Family Philanthropies summer internship program, who helped compile this information.
CATALOG OF ILLINOIS WORKFORCE DEVELOPMENT-FOCUSED SOCIAL ENTERPRISES

BACKGROUND AND METHODOLOGY

In 2016, with support from the REDF, Delta Institute, in partnership with Forefront, conducted research on the social enterprise sector in Illinois with a specific focus on workforce development enterprises. This analysis combined a more careful review of the data collected by Delta Institute for “Current Conditions for the Nonprofit-Led Social Enterprise Community in Illinois” with a review of the Internal Revenue Service 990 form for that organization, a form required of organizations exempt from income tax for organizations with annual receipts of more than $100,000 or total assets more than $250,000.

This review resulted in a catalog of workforce development-focused social enterprises, including the following information:

- Name of enterprise, industry, location, and years in business;
- Key contact;
- History, including information on parent, capital, and funding sources;
- Business model information, including products or services sold, target market, and descriptions of marketing and sales efforts;
- Number of jobs created;
- Number of people employed annually; and
- Funding types utilized.

SOCIAL ENTERPRISE CATALOG DEFINITIONS

Name of Enterprise: Name of the social enterprise/workforce program or N/A if there is not a specific name for the social enterprise/workforce program

Parent Name: Name of the parent/main organization of the social enterprise/workforce program or N/A if the social enterprise/workforce program has no parent organization

Industry: The primary areas in which the parent organization works

Location: Where the parent organization’s main headquarters can be found

Years in business: The number of years the social enterprise/workforce program has been in business or N/A if not disclosed

Key contact: Contact information for the social enterprise/workforce program

History/Mission: Brief description of the background and objectives of the parent organization

Parent Capital: Income of the parent organization or N/A if not disclosed

Funding Sources: Types of revenue the social enterprise has utilized over its lifetime

Business Model: The organizational structure of the social enterprise
Workforce Development Social Enterprise Catalog

**Products or services sold:** Products and/or services the social enterprise/workforce program sells

**Target market:** The primary audience to whom the products/services are sold

**Descriptions of marketing:** How the social enterprise sells its product or service

**Sales effort:** The enterprise's annual sales revenue

**Number of jobs created:** Estimated number of jobs created by the social enterprise/workforce program

**Number of people employed annually:** Number of full-time employees working at least 32 hours a week

**Outside support:** Names of social enterprise funders with whom we should speak

**Capital sources:** Revenue source types used to fund start-up phase*

**Technical assistance:** Type of assistance provided to parent

**Training and mentoring:** Type of training and mentoring provided by the social enterprise/workforce program to its participants

**Category of Organization:**

A. Social Enterprise (Sells a service/product for revenue and provides those jobs to hard-to-employ people)
B. Youth Development (Workforce/internship program for youth)
C. Job Placement/Screening Services (Provides training services and job placement to unemployed people)
D. Hybrid (Mix of 2-3 categories from above)

**Program service revenue:** The amount of money the parent organization made from its programs/services that year according to 990*

**Total revenue:** Total revenue according to 990*

**Total assets:** Total assets according to 990*

**Total liabilities:** Total liabilities according to 990*

*Data was collected from the most recently audited fiscal year statements, most recent 990 or readily available sources.

**Sources:**
Social enterprise survey conducted by Delta Institute February 2016
https://www.npcnyn.org/new990/
http://foundationcenter.org/find-funding/990-finder?_ga=1.262818316.102162539.1470248314
http://wire.cjc.net/dynamic/directory
A Safe Haven Catering

**Website URL:** http://www.asafehaven.org/

**Mission:** Founded in 1994, the organization's mission is to help people transition from homelessness to self-sufficiency through services and programs.

**Workforce Development Category:** Social Enterprise

**Parent Name:** A Safe Haven Foundation

**Parent Capital:** $34,941,621

**Industry Area:** Employment, Education, Youth development, Housing and shelter, Community improvement, and Capacity building

**Location:** 2750 West Roosevelt Rd., Chicago, IL 60608

**Years in Business:** N/A

**Key Contact:** 773-435-8300

**Funding Sources:** N/A

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Catering services for company and private events

**Target Market:** General public, companies in the region

**Marketing Tactics:** Business to business sales, online

**Sales:** $250,000-$499,999

**Number of Jobs Created:** 72

**Number of People Employed Annually:** N/A

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** N/A

**Program Service Revenue:** $5,644,280

**Total Revenue:** $13,811,076

**Total Assets:** $19,089,125

**Total Liabilities:** $16,413,552
A Safe Haven Landscaping

Website URL: http://www.asafehaven.org/

Mission: Founded in 1994, the organization's mission is to help people transition from homelessness to self-sufficiency through services and programs.

Workforce Development Category: Social Enterprise

Parent Name: A Safe Haven Foundation

Parent Capital: 34,941,621

Industry Area: Employment, Education, Youth development, Housing and shelter, Community improvement, and Capacity building

Location: 2750 West Roosevelt Rd., Chicago, IL 60608

Years in Business: N/A

Key Contact: 773-435-8300

Funding Sources: N/A

Business Type: Nonprofit 501(c)3

Products or Services Sold: Landscaping services to businesses, municipalities, institutional organizations, and private residential clients

Target Market: General public, businesses, organizations, municipalities

Marketing Tactics: Business to business sales, direct to consumer sales

Sales: $250,000-$499,999

Number of Jobs Created: 122

Number of People Employed Annually: N/A

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: N/A

Program Service Revenue: $5,644,280

Total Revenue: $13,811,076

Total Assets: $19,089,125

Total Liabilities: $16,413,552
A Safe Haven Pest Control

Website URL: http://www.asafehaven.org/

Mission: Founded in 1994, the organization's mission is to help people transition from homelessness to self-sufficiency through services and programs.

Workforce Development Category: Social Enterprise

Parent Name: A Safe Haven Foundation

Parent Capital: $34,941,621

Industry Area: Employment, Education, Youth development, Housing and shelter, Community improvement, and Capacity building

Location: 2750 West Roosevelt Rd., Chicago, IL 60608

Years in Business: N/A

Key Contact: 773-435-8300

Funding Sources: N/A

Business Type: Nonprofit 501(c)3

Products or Services Sold: Pest control services (removal of pests) to commercial and private sites

Target Market: General public, businesses

Marketing Tactics: Business to business sales, direct to consumer sales

Sales: $250,000-$499,999

Number of Jobs Created: 2

Number of People Employed Annually: N/A

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: N/A

Program Service Revenue: $5,644,280

Total Revenue: $13,811,076

Total Assets: $19,089,125

Total Liabilities: $16,413,552
A Safe Haven Talent Resources

**Website URL:** http://www.asafehaven.org/

**Mission:** Founded in 1994, the organization’s mission is to help people transition from homelessness to self-sufficiency through services and programs.

**Workforce Development Category:** Hybrid Social Enterprise and Job Placement/Screening Services

**Parent Name:** A Safe Haven Foundation

**Parent Capital:** $34,941,621

**Industry Area:** Employment, Education, Youth development, Housing and shelter, Community improvement, and Capacity building

**Location:** 2750 West Roosevelt Rd., Chicago, IL 60608

**Years in Business:** N/A

**Key Contact:** 773-435-8300

**Funding Sources:** N/A

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Training and job placement opportunities for people who are unemployed

**Target Market:** People who are unemployed

**Marketing Tactics:** Business to business sales

**Sales:** $250,000-$499,999

**Number of Jobs Created:** 525

**Number of People Employed Annually:** N/A

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** Job skills, job placement

**Program Service Revenue:** $5,644,280

**Total Revenue:** $13,811,076

**Total Assets:** $19,089,125

**Total Liabilities:** $16,413,552
**Workforce Development Social Enterprise Catalog**

**Added Chance**

**Website URL:** http://www.asnchicago.org/addedchance

**Mission:** Founded in 1973, the organization's mission is to provide effective programs that help youth obtain a high school diploma and transition into the workforce.

**Workforce Development Category:** Youth Development

**Parent Name:** Alternative Schools Network

**Parent Capital:** N/A

**Industry Area:** Employment, Youth development, Education

**Location:** 1807 W Sunnyside Ave., Chicago, IL 60640

**Years in Business:** N/A

**Key Contact:** Chris Luecke, Added Chance Program Director, 773-342-4243 x101, cluecke@asnchicago.org

**Funding Sources:** N/A

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Training and employment to wards of the state aged 16-20 years

**Target Market:** Wards of the state ages 16-20

**Marketing Tactics:** N/A

**Sales:** N/A

**Number of Jobs Created:** 200

**Number of People Employed Annually:** N/A

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** Job skills, job placement

**Program Service Revenue:** $107,964

**Total Revenue:** $10,635,589

**Total Assets:** $2,239,297

**Total Liabilities:** $2,036,936
After Supper Visions

**Website URL:** http://aftersuppervisions.com/

**Mission:** Founded in 1917, the organization’s mission is to provide various services to people in need based on the value and dignity of human life.

**Workforce Development Category:** Social Enterprise

**Parent Name:** The Catholic Charities of the Archdiocese of Chicago

**Parent Capital:** $184,091,655

**Industry Area:** Employment, Arts, culture, and humanities, Community improvement and capacity building, Public and societal benefit

**Location:** 721 North LaSalle St., Chicago, IL 60654

**Years in Business:** 13

**Key Contact:** Kathy Donahue, kdonahue@catholiccharities.net, 312-655-7305

**Funding Sources:** Foundation grants, government grants, Corporation grants, Organization grants, individual donations

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Photography classes to members of the community along with a chance to show their work at a photo exhibit and making a profit by selling their artwork

**Target Market:** General public

**Marketing Tactics:** Direct to consumer sales, online

**Sales:** N/A

**Number of Jobs Created:** N/A

**Number of People Employed Annually:** N/A

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** N/A

**Program Service Revenue:** $47,172,437

**Total Revenue:** $176,533,849

**Total Assets:** $153,918,817

**Total Liabilities:** $137,661,192
Workforce Development Social Enterprise Catalog

Baking Training Program
Website URL: http://www.stcoletta.org/#!vocational-program/c1iwz

Mission: Founded in 1949, the organization's mission is to provide residential programs, educational programs, medical care, and vocational services to individuals with developmental disabilities.

Workforce Development Category: Social Enterprise

Parent Name: St. Coletta’s of Illinois

Parent Capital: $15,325,817

Industry Area: Employment, Education, Housing and shelter, Community improvement and capacity building, Mental health and crisis intervention

Location: 18350 Crossing Drive, Tinley Park, IL 60487

Years in Business: 2

Key Contact: 708-342-5246

Funding Sources: N/A

Business Type: Nonprofit 501(c)3

Products or Services Sold: Baked goods

Target Market: General public

Marketing Tactics: Retail Store, online

Sales: N/A

Number of Jobs Created: 6

Number of People Employed Annually: N/A

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Job skills

Program Service Revenue: 0

Total Revenue: $1,176,893

Total Assets: $15,669,529

Total Liabilities: $1,515,559
Bright Endeavors

Website URL: http://newmoms.org/what-we-do/academy/

Mission: Founded in 1983, the founder of this organization started New Moms by simply giving away diapers and formula to newly young mothers in need in her neighborhood.

Workforce Development Category: Social Enterprise

Parent Name: New Moms

Parent Capital: $2,422,271

Industry Area: Employment, Housing and shelter, Human services

Location: 5317 W. Chicago Ave., Chicago, IL 60651

Years in Business: 9

Key Contact: Laura Zumdahl, President and CEO, lzumdahl@newmomsinc.org, 773-413-3445

Funding Sources: Sales of goods, Foundation grants, and government contracts

Business Type: Nonprofit 501(c)3

Products or Services Sold: Premium soy candles

Target Market: Wholesale candle market, retail sales through e-commerce platform, candle rental to local Chicago event venues, restaurants, and bars

Marketing Tactics: Online, business to business sales

Sales: $100,000-$249,999

Number of Jobs Created: 70

Number of People Employed Annually: 28

Outside Support: REDF support

Technical Assistance: N/A

Training and Mentoring: 8 week training internship

Program Service Revenue: $243,589

Total Revenue: $2,544,781

Total Assets: $12,320,949

Total Liabilities: $9,297,445
Bronzeville Green

Website URL: http://www.trcwabash.org/about-bgol.html

Mission: Founded in 1992, the organization's mission is to provide supportive housing, employment, and educational services to individuals in the community.

Workforce Development Category: Social Enterprise

Parent Name: The Renaissance Collaborative Inc.

Parent Capital: $2,082,817

Industry Area: Employment, Housing and shelter, Community improvement and capacity building, Public and societal benefit

Location: 3757 S. Wabash Ave., Chicago, IL 60653

Years in Business: 8

Key Contact: Gerry Waterlander, BG Landscaping Business Development Manager, 773-924-9270

Funding Sources: N/A

Business Type: Nonprofit 501(c)3

Products or Services Sold: Landscaping services (hard landscaping, soft landscaping, and maintenance)

Target Market: General public and businesses

Marketing Tactics: Business to business sales, direct to consumer sales

Sales: N/A

Number of Jobs Created: N/A

Number of People Employed Annually: N/A

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Job skills, job placement

Program Service Revenue: $779,653

Total Revenue: $2,082,817

Total Assets: $8,421,529

Total Liabilities: $7,650,663
Chicago Lighthouse Convenience Store

**Website URL:**
http://chicagolighthouse.org/program/convenience-store/

**Mission:** Founded in 1906, the organization was started by a group of socially prominent Chicago women that were concerned about the city's blind community.

**Workforce Development Category:** Social Enterprise

**Parent Name:** The Chicago Lighthouse

**Parent Capital:** $30,825,138 in 2013

**Industry Area:** Education, Healthcare, medical research, Youth development, Public and societal benefit

**Location:** 1850 W. Roosevelt Rd., Chicago, IL 60608

**Years in Business:** N/A

**Key Contact:** Jennifer Miller, Senior Vice President, Financial Development, jennifer.miller@chicagolighthouse.org, 312-997-3643

**Funding Sources:** Endowment income, foundation grants, government grants, government contracts, sales of goods

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Fresh sandwiches, coffee, baked goods, candy, snacks and soft drinks, as well as ATM, lottery and vending services

**Target Market:** General public

**Marketing Tactics:** Retail Store

**Sales:** $1-$99,999

**Number of Jobs Created:** N/A

**Number of People Employed Annually:** 600

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** Retail Training

**Program Service Revenue:** $21,473,797

**Total Revenue:** $31,348,381

**Total Assets:** $33,397,848

**Total Liabilities:** $7,345,333
Chicago Lighthouse Industries

Website URL: http://chicagolighthouse.org/industries/

Mission: Founded in 1906, the organization was started by a group of socially prominent Chicago women that were concerned about the city’s blind community.

Workforce Development Category: Social Enterprise

Parent Name: The Chicago Lighthouse

Parent Capital: $30,825,138 in 2013

Industry Area: Education, Healthcare, medical research, Youth development, Public and societal benefit

Location: 1850 W Roosevelt Rd., Chicago, IL 60608

Years in Business: 39

Key Contact: Jennifer Miller, Senior Vice President, Financial Development, jennifer.miller@chicagolighthouse.org, 312-997-3643

Funding Sources: Endowment income, foundation grants, government grants, government contracts, sales of goods

Business Type: Nonprofit 501(c)3

Products or Services Sold: Clocks, calendars, and other products

Target Market: Federal and Commercial customers

Marketing Tactics: Business to business sales

Sales: $2 million to $4.9 million

Number of Jobs Created: N/A

Number of People Employed Annually: 600

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Industrial job training

Program Service Revenue: $21,473,797

Total Revenue: $31,348,381

Total Assets: $33,397,848

Total Liabilities: $7,345,333
Workforce Development Social Enterprise Catalog

Civic Staffing

Website URL: http://www.civicstaffing.com/

Mission: The organization's mission is to train people for industry level jobs and employ them through job placement.

Workforce Development Category: Hybrid Social Enterprise and Job Placement/Screening Services

Parent Name: Harborquest, Inc.

Parent Capital: N/A

Industry Area: Employment, Community improvement and capacity building

Location: 2750 W. Roosevelt Rd., Chicago, IL 60608

Years in Business: N/A

Key Contact: 773-435-8338, info@civicstaffing.com

Funding Sources: N/A

Business Type: Nonprofit 501(c)3

Products or Services Sold: Training and employment in industry-level jobs and staffing contracts to companies

Target Market: Companies in the Chicagoland area

Marketing Tactics: Business to business sales

Sales: N/A

Number of Jobs Created: N/A

Number of People Employed Annually: N/A

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Job skills, job placement

Program Service Revenue: 3986,760

Total Revenue: $4,384,130

Total Assets: $524,491

Total Liabilities: $531,069
Workforce Development Social Enterprise Catalog

Cleanslate Chicago

**Website URL:** http://www.cleanslatechicago.org/

**Mission:** Founded in 1991, the job training program has helped many people facing poverty and homelessness retain jobs.

**Workforce Development Category:** Social Enterprise

**Parent Name:** The Cara Program

**Parent Capital:** $11,157,289 in 2011

**Industry Area:** Employment

**Location:** 1540 S Ashland Ave., Suite 105, Chicago, IL 60608

**Years in Business:** 11

**Key Contact:** Brady Gott, Managing Director, bgott@cleanslatechicago.org, 312-798-6772

**Funding Sources:** Foundation grants, government grants, government contracts, sales of services, program related investment to NPO parent

**Business Type:** L3C

**Products or Services Sold:** Exterior maintenance, including snow plowing, landscaping, litter abatement, graffiti removal, power washing, festival service, street fixture maintenance

**Target Market:** Business districts, property management firms, campuses

**Marketing Tactics:** Business to business sales

**Sales:** $1 million - $1.9 million

**Number of Jobs Created:** 275

**Number of People Employed Annually:** 81

**Outside Support:** A Safe Haven, CleanStreet, Safer Foundation

**Technical Assistance:** N/A

**Training and Mentoring:** N/A

**Program Service Revenue:** $2,268,936

**Total Revenue:** $6,132,979

**Total Assets:** $9,791,063

**Total Liabilities:** $3,352,108
Cleanstreet

Website URL: https://breakingground.net/businesses/cleanstreet/

Mission: Founded in 1992, the organization’s mission is to create educational and employment opportunities to individuals who desire to become instruments of lasting change in their communities.

Workforce Development Category: Social Enterprise

Parent Name: Breaking Ground

Parent Capital: N/A

Industry Area: Employment, Education, Housing and shelter, Community improvement and capacity building

Location: 3501 W Filmore St., Chicago, IL 60624

Years in Business: 10

Key Contact: Antwan Candler, Assistant Director, 773-599-1370, acandler@cleanstreet.org

Funding Sources: N/A

Business Type: Nonprofit 501(c)3

Products or Services Sold: Beautification services for the neighborhood, including professional grade litter removal, snow removal, power washing and landscaping services

Target Market: General public

Marketing Tactics: Business to business sales, direct to consumer sales

Sales: N/A

Number of Jobs Created: 12

Number of People Employed Annually: N/A

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Job skills

Program Service Revenue: $1,284,089

Total Revenue: $1,454,486

Total Assets: $1,919,529

Total Liabilities: $1,192,215
Client Enterprises

Website URL: http://www.the-association.org/client_enterprises.html

Mission: Founded in 1961, the organization’s mission is to provide services and programs to people who have developmental, physical, and/or mental disabilities.

Workforce Development Category: Social Enterprise

Parent Name: Association for Individual Development

Parent Capital: $26,689,885

Industry Area: Employment, Housing and shelter, Mental health and crisis intervention, Community improvement and capacity building, Public and societal benefit

Location: 309 New Indian Trail Ct., Aurora, IL 60506

Years in Business: N/A

Key Contact: 630-966-4000

Funding Sources: Grants, contributions, service fees, other income

Business Type: Nonprofit 501(c)3

Products or Services Sold: Array of products for sale (made by people with disabilities)

Target Market: General public

Marketing Tactics: Direct to consumer sales, online, retail store

Sales: N/A

Number of Jobs Created: 719

Number of People Employed Annually: N/A

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: N/A

Program Service Revenue: $20,390,324

Total Revenue: $26,316,726

Total Assets: $16,985,083

Total Liabilities: $6,227,534
Workforce Development Social Enterprise Catalog

Contract Management Services

Website URL: http://chicagolighthouse.org/program/contract-management-service-program-cms/

Mission: Founded in 1906, the organization was started by a group of socially prominent Chicago women that were concerned about the city’s blind community.

Workforce Development Category: Social Enterprise

Parent Name: The Chicago Lighthouse

Parent Capital: $30,825,138 in 2013

Industry Area: Education, Healthcare, medical research, Youth development, Public and societal benefit

Location: 1850 W Roosevelt Rd., Chicago, IL 60608

Years in Business: N/A

Key Contact: Jennifer Miller, Senior Vice President, Financial Development, jennifer.miller@chicagolighthouse.org, 312-997-3643

Funding Sources: Endowment income, foundation grants, government grants, government contracts, sales of services

Business Type: Nonprofit 501(c)3

Products or Services Sold: Contract closeout support services to federal government contracting offices that facilitate the return of unused contract funds to the government

Target Market: Federal Government Contracting Offices

Marketing Tactics: Online

Sales: N/A

Number of Jobs Created: N/A

Number of People Employed Annually: 600

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Certification for contract administration

Program Service Revenue: $21,473,797

Total Revenue: $31,348,381

Total Assets: $33,397,848

Total Liabilities: $7,345,333
Creating Entrepreneurial Opportunities

Website URL: http://www.midlandinstitute.com/

Mission: The first CEO program began in 2008 when a student wanted to connect with a local business and did not know how to.

Workforce Development Category: Youth Development

Parent Name: Midland Institute for Entrepreneurship

Parent Capital: N/A

Industry Area: Education, Youth Development, Economic Development

Location: 1202 Network Centre Dr., Effingham, IL 62401

Years in Business: 6

Key Contact: Christi Donsbach, Director of Philanthropy, cdonsbach@midlandinstitute.com

Funding Sources: Foundation grants, sales of services,

Business Type: Nonprofit 501(c)3

Products or Services Sold: Classes

Target Market: High school students

Marketing Tactics: Personal advertising (word of mouth)

Sales: $500,000-$749,999

Number of Jobs Created: N/A

Number of People Employed Annually: 7

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: CEO classes

Program Service Revenue: $55,500

Total Revenue: $165,801

Total Assets: $146,753

Total Liabilities: $6,521
Customer Care Centers

Website URL: http://chicagolighthouse.org/programs-services/social-enterprise/customer-care-centers/

Mission: Founded in 1906, the organization was started by a group of socially prominent Chicago women that were concerned about the city’s blind community.

Workforce Development Category: Social Enterprise

Parent Name: The Chicago Lighthouse

Parent Capital: $30,825,138 in 2013

Industry Area: Education, Healthcare, Medical research, Youth development, Public and societal benefit

Location: 1850 W Roosevelt Rd., Chicago, IL 60608

Years in Business: N/A

Key Contact: Jennifer Miller, Senior Vice President, Financial Development, jennifer.miller@chicagolighthouse.org, 312-997-3643

Funding Sources: Endowment income, foundation grants, government grants, government contracts, sales of services

Business Type: Nonprofit 501(c)3

Products or Services Sold: call center customer service

Target Market: Companies and government agencies

Marketing Tactics: Direct to consumer sales, online

Sales: N/A

Number of Jobs Created: N/A

Number of People Employed Annually: 600

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: N/A

Program Service Revenue: $21,473,797

Total Revenue: $31,348,381

Total Assets: $33,397,848

Total Liabilities: $7,345,333
Economic Empowerment

Website URL: http://www.ywcachicago.org/

Mission: Founded in 1876, the organization's mission is to eliminate racism, empower women, and promote peace, justice, freedom and dignity for all.

Workforce Development Category: Job Placement/Screening Services

Parent Name: YWCA Metropolitan Chicago

Parent Capital: N/A

Industry Area: Employment, Youth development, Human services, Civil rights, Social action and advocacy, Science and technology, Education

Location: One North LaSalle St., Suite 1150, Chicago, IL 60602

Years in Business: N/A

Key Contact: Dorri McWhorter, CEO, dorri.mcwhorter@ywcachicago.org, 312-762-2751

Funding Sources: N/A

Business Type: Nonprofit 501(c)3

Products or Services Sold: The program offers women and girls help with planning for a career, career advancement, financial sustainability and asset acquisition.

Target Market: Women in Chicagoland

Marketing Tactics: N/A

Sales: N/A

Number of Jobs Created: N/A

Number of People Employed Annually: 150

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Job skills

Program Service Revenue: $6,264,091

Total Revenue: $10,786,088

Total Assets: $17,132,262

Total Liabilities: $1,809,793
Employment Opportunity Center

**Website URL:**
https://www.outreachcommunityministries.org/ocs/

**Mission:** Founded in 1973, the organization's mission is to provide neighborhood and community based services for the DuPage County.

**Workforce Development Category:** Hybrid Social Enterprise and Job Placement/Screening Services

**Parent Name:** Outreach Community Ministries

**Parent Capital:** N/A

**Industry Area:** Mental Health and crisis Intervention, Employment, Housing and shelter, Youth development, Religion-based,

**Location:** 122 West Liberty Dr., Wheaton, IL 60187

**Years in Business:** N/A

**Key Contact:** Sarah Clark, Communications Manager, sclark@outreachcommmin.org, 630-682-1910

**Funding Sources:** N/A

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Job training and a paid internship to participants from one of their social enterprises: Jubilee Furniture, Discoveries Resale Shop, Twice is Nice, Jubilee Cars

**Target Market:** DuPage County Community

**Marketing Tactics:** Direct to consumer sales, online

**Sales:** N/A

**Number of Jobs Created:** N/A

**Number of People Employed Annually:** 90

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** Job skills

**Program Service Revenue:** $771,195

**Total Revenue:** $4,990,886

**Total Assets:** $9,690,757

**Total Liabilities:** $2,381,569
Employment Services

Website URL: http://www.envisionchicago.org/

Mission: Founded in 1964, the organization's mission is to provide services to people with disabilities that promote independence, choice and community inclusion.

Workforce Development Category: Hybrid Social Enterprise and Job Placement/Screening Services

Parent Name: Envision Unlimited

Parent Capital: N/A

Industry Area: Arts, culture, and humanities; Diseases, disorders, and medical disciplines; Housing and shelter; Recreation and sports; Human services

Location: 8 S. Michigan Ave., Suite 1700, Chicago, IL 60603

Years in Business: N/A

Key Contact: Mark McHugh, President and CEO, mmchugh@envisionchicago.org, 312-506-4808

Funding Sources: Government grants

Business Type: Nonprofit 501(c)3

Products or Services Sold: Commercial pillow production, commercial weaving, subcontracting solutions

Target Market: Businesses/companies

Marketing Tactics: Business to business sales

Sales: N/A

Number of Jobs Created: N/A

Number of People Employed Annually: 400

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Job skills, support

Program Service Revenue: $1,472,222

Total Revenue: $20,944,218

Total Assets: $11,339,206

Total Liabilities: $4,550,293
Employment Training Program

**Website URL:** http://www.casacentral.org/our-programs/employment-training-program/

**Mission:** Founded in 1954, the organization focuses on serving and providing programs for the needs of the Hispanic community.

**Workforce Development Category:** Job Placement/Screening Services

**Parent Name:** Casa Central

**Parent Capital:** $17,235,721

**Industry Area:** Employment, Housing and shelter, Youth development, Community improvement and capacity building, Public and societal benefit

**Location:** 1343 N. California Ave., Chicago, IL 60622

**Years in Business:** N/A

**Key Contact:** Sydney Smith, Resource Development Officer, ssmith@casacentral.org, 773-645-2473

**Funding Sources:** N/A

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Offers job training, professional guidance, and enrichment activities to people pursuing a profession in the healthcare industry and people who are 55 and older who wish to enter the workforce again.

**Target Market:** Chicago Hispanic community

**Marketing Tactics:** N/A

**Sales:** N/A

**Number of Jobs Created:** 500

**Number of People Employed Annually:** 550

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** Job skills

**Program Service Revenue:** $376,600

**Total Revenue:** $17,456,076

**Total Assets:** $7,918,579

**Total Liabilities:** $1,373,567
New Star: E-Recycling

**Website URL**: [http://www.newstarservices.org/work/e-recycling/](http://www.newstarservices.org/work/e-recycling/)

**Mission**: Founded in 2016, the organization is a result of a merger between SouthSTAR Services and the New Hope Center, Inc. The organization’s mission is to provide opportunities to people with disabilities and their families.

**Workforce Development Category**: Hybrid Social Enterprise and Job Placement/Screening Services

**Parent Name**: New Star

**Parent Capital**: N/A

**Industry Area**: Employment, Education, Housing and shelter, Community improvement and capacity building, Public and societal benefit

**Location**: 1005 West End Ave., Chicago Heights, IL 60411

**Years in Business**: N/A

**Key Contact**: Stephen Reilly, sreilly@newstarservices.org, 708-755-8030

**Funding Sources**: N/A

**Business Type**: Nonprofit 501(c)3

**Products or Services Sold**: Job training to people through the recycling of electronics

**Target Market**: Unemployed people in the Chicagoland area

**Marketing Tactics**: Business to business sales

**Sales**: N/A

**Number of Jobs Created**: N/A

**Number of People Employed Annually**: N/A

**Outside Support**: N/A

**Technical Assistance**: N/A

**Training and Mentoring**: Job skills

**Program Service Revenue**: $5,515,700

**Total Revenue**: $6,264,820

**Total Assets**: $3,896,518

**Total Liabilities**: $1,074,466
**Free Spirit PRO**

**Website URL:** https://www.freespiritmedia.org/index.php

**Mission:** Founded in 2000, the organization’s mission is to provide media production opportunities to youth in Chicago.

**Workforce Development Category:** Hybrid Social Enterprise and Youth Development

**Parent Name:** Free Spirit Media

**Parent Capital:** $1,294,969

**Industry Area:** Arts, culture, and humanities; Education; Youth development; Media, journalism, and video production

**Location:** 906 S. Homan Ave., Chicago, IL 60624

**Years in Business:** 2

**Key Contact:** Chelsea Corbin, Development and Communications Coordinator, chelsea@freespiritmedia.org, 312-444-0562

**Funding Sources:** Foundation grants, government grants, fee-for-service consulting, sales of services

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Free Spirit PRO employs both adult production professionals and youth media students to deliver high-quality work for clients.

**Target Market:** Organizations in Chicago

**Marketing Tactics:** Online, business to business sales, direct to consumer sales

**Sales:** $100,000-$249,999

**Number of Jobs Created:** 500

**Number of People Employed Annually:** 27

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** Media production training

**Program Service Revenue:** $516,166

**Total Revenue:** $1,773,280

**Total Assets:** $1,294,969

**Total Liabilities:** $175,833
**Workforce Development Social Enterprise Catalog**

**Genesys Works Chicago**

**Website URL:** [http://www.genesysworks.org/chicago/](http://www.genesysworks.org/chicago/)

**Mission:** Founded in 2002, this organization was started in Houston and has expanded to four cities across the U.S., improving the professional prospects for disadvantaged youths.

**Workforce Development Category:** Youth Development

**Parent Name:** Genesys Works (National)

**Parent Capital:** $2,553,205

**Industry Area:** Education, Employment, Youth development, Community improvement and capacity building

**Location:** 180 N. Wabash, Suite 600, Chicago, IL 60601

**Years in Business:** 14

**Key Contact:** Melinda McIntire, Program Manager, mmcintire@genesysworks.org, 312-525-9996

**Funding Sources:** Foundation grants, sales of services, Professional development training

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Places high school seniors in paid internships

**Target Market:** High School Seniors

**Marketing Tactics:** Business to business sales

**Sales:** $10 million and above

**Number of Jobs Created:** 177

**Number of People Employed Annually:** 900

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** Professional development training

**Program Service Revenue:** $1,823,125

**Total Revenue:** $2,553,205

**Total Assets:** $747,775

**Total Liabilities:** $168,900
Workforce Development Social Enterprise Catalog

Gracie's Cafe

Website URL: http://slministries.org/

Mission: Founded in the mid 1950s, Father James Jones and Father Robert Taylor had a mission to help previously incarcerated people and people just released from prison assimilate into society.

Workforce Development Category: Social Enterprise

Parent Name: St. Leonard's Ministries

Parent Capital: N/A

Industry Area: Human Services; Employment; Food, agriculture, and nutrition; Public and societal benefit

Location: 2100 W. Warren Blvd., Chicago, IL 60612

Years in Business: 2

Key Contact: Bob Dougherty, Development Coordinator, slhouse@comcast.net, 312-738-1414

Funding Sources: Foundation grants, government grants, sales of goods

Business Type: Nonprofit 501(c)3

Products or Services Sold: Coffee/non-alcohol beverages, and light food items

Target Market: General public

Marketing Tactics: Retail Store

Sales: $1-$99,999

Number of Jobs Created: N/A

Number of People Employed Annually: 63

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Employment Training Programs (different fields of workforce training)

Program Service Revenue: $40,652

Total Revenue: $2,619,687

Total Assets: $6,228,315

Total Liabilities: $727,504
Growing Home

**Website URL:** http://growinghomeinc.org/

**Mission:** Founded in 1992, Les Brown (the founder) had a vision to help homeless Chicagoans gain job skills through farming.

**Workforce Development Category:** Social Enterprise

**Parent Name:** N/A

**Parent Capital:** $742,998 in 2014

**Industry Area:** Environment; Employment; Food, agriculture, and nutrition; Human services; Community improvement and capacity building

**Location:** 2732 N. Clark, Suite 310, Chicago, IL 60614

**Years in Business:** 14

**Key Contact:** Harry Rhodes, Executive Director, hrhodes@growinghomeinc.org, 773-549-1336

**Funding Sources:** Foundation grants, government grants, government contracts, sales of goods

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Organic vegetables

**Target Market:** Consumers - customers at farmers markets

**Marketing Tactics:** Direct to consumer sales

**Sales:** $100,000-$249,999

**Number of Jobs Created:** 40

**Number of People Employed Annually:** 18

**Outside Support:** Kinship Foundation, Chicago Community Trust

**Technical Assistance:** N/A

**Training and Mentoring:** 14-week program

**Program Service Revenue:** $150,668

**Total Revenue:** $1,141,277

**Total Assets:** $1,015,387

**Total Liabilities:** $289,730
Hearts and Flour Bakery

Website URL: http://www.misericordia.com/bakery.aspx

Mission: Misericordia residents mix, bake and package delicious treats. Misericordia offers a community of care that maximizes potential for persons with mild to profound developmental disabilities, many of whom are also physically challenged. By serving society’s most vulnerable citizens, Misericordia also serves the families who want the best for them, yet cannot provide it at home.

Workforce Development Category: Social Enterprise

Parent Name: Misericordia

Parent Capital:

Industry Area: Housing and shelter, Human Services

Location: 6300 N. Ridge Avenue - Chicago, Illinois 60660 -

Years in Business:

Key Contact: Please call 773-273-4759 or email bakery@misericordia.com with any questions or for more information.

Funding Sources: Sales

Business Type: N/A

Products or Services Sold: Baked goods at events and sold at farmers markets

Target Market: General public

Marketing Tactics: N/A

Sales: N/A

Number of Jobs Created: N/A

Number of People Employed Annually: N/A

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: N/A

Program Service Revenue:

Total Revenue: 

Total Assets: 

Total Liabilities:
Inspiration Kitchens - Garfield Park

Website URL: http://www.inspirationcorp.org/workforce-development-pages-119.php

Mission: Founded in 1989, the organization’s mission is to provide social services, employment training and placement, and housing to people affected by homelessness and poverty.

Workforce Development Category: Hybrid Social Enterprise and Job Placement/Screening Services

Parent Name: Inspiration Corporation

Parent Capital: $3,119,999

Industry Area: Employment, Housing and shelter, Human Services, Community improvement and capacity building

Location: 4554 N. Broadway, Suite 207, Chicago, IL 60640

Years in Business: 11

Key Contact: Margaret Haywood, Director of Workforce Development, 773-878-0981 x205

Funding Sources: Foundation grants, government grants, government contracts, corporate grants, individual contributions

Business Type: N/A

Products or Services Sold: The program employs people in their Garfield Park restaurant and helps them train for foodservice work while providing meals to those in need/general public.

Target Market: General public

Marketing Tactics: N/A

Sales: N/A

Number of Jobs Created: N/A

Number of People Employed Annually: N/A

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Job skills, job placement

Program Service Revenue: $793,003
Workforce Development Social Enterprise Catalog

Total Revenue: $3,865,629  
Total Liabilities: $670,069

Total Assets: $3,119,999
Avenues to Independence: Job Placement Program

Website URL: http://avenuestoindependence.org/

Mission: Founded in 1953, the organization's mission is to provide homes, jobs, and community living programs to Chicago area adults with disabilities.

Workforce Development Category: Job Placement/Screening Services

Parent Name: Avenues to Independence

Parent Capital: $5,226,736

Industry Area: Employment, Housing and shelter, Community improvement and capacity building, Public and societal benefit

Location: 515 Busse Hwy., Park Ridge, IL 60068

Years in Business: 39

Key Contact: 847-292-0870, avenues@avenuestoindependence.org

Funding Sources: Government grants, contributions, sales of services, sales of goods

Business Type: Nonprofit 501(c)3

Products or Services Sold: Array of products and services that include contract packaging, recycling, and job placement into companies

Target Market: Companies in the Chicagoland area

Marketing Tactics: Business to business sales, direct to consumer sales

Sales: $250,000-$499,999

Number of Jobs Created: 60

Number of People Employed Annually: N/A

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Job skills, job placement

Program Service Revenue: $970,060

Total Revenue: $5,415,750

Total Assets: $2,287,009

Total Liabilities: $330,483
Rebuilding Exchange

Website URL: http://rebuildingexchange.org/

Mission: Founded in 2008, the organization's mission is to create a market for reclaimed building materials.

Workforce Development Category: Social Enterprise

Parent Name: Rebuilding Exchange

Parent Capital: N/A

Industry Area: Education, Environment, Employment,

Location: 1740 W. Webster Ave. Chicago, IL 60614

Years in Business: 8

Key Contact: Kelly Farley, Executive Director, kelly@rebuildingexchange.org

Funding Sources: Foundation grants, government grants, fee-for-service or or consulting, sales of goods, sales of services, individual contributions, and fundraising events

Business Type: Nonprofit 501(c)3

Products or Services Sold: Job training to people with barriers to employment in the fields of deconstruction, materials management, warehousing, retail and carpentry

Target Market: General public and other businesses

Marketing Tactics: Retail Store, online, business to business sales

Sales: $750,000-$999,999

Number of Jobs Created: N/A

Number of People Employed Annually: 17

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: job skills

Program Service Revenue: $958,790

Total Revenue: $1,066,322

Total Assets: $148,292

Total Liabilities: $316,989
Knock Out Pickles

**Website URL:** http://www.opportunityknocksnow.org/programs/pillars/enterprise/knock-out-pickles/

**Mission:** Founded in 2009, the organization’s mission is to provide social, recreational, and life-skills programming to young people with developmental disabilities in the Oak Park, River Forest, and Forest Park areas.

**Workforce Development Category:** Social Enterprise

**Parent Name:** Opportunity Knocks

**Parent Capital:** $637,881

**Industry Area:** Employment, Education, Healthcare, Community improvement and capacity building

**Location:** 8020 Madison St., River Forest, IL 60305

**Years in Business:** 2

**Key Contact:** 708-771-6159,

**Funding Sources:** Foundation grants, government grants, individual contributions, sales of goods

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Production and sales of artisanal pickles

**Target Market:** General public and restaurants

**Marketing Tactics:** Business to business sales, online, direct to consumer sales

**Sales:** N/A

**Number of Jobs Created:** 2

**Number of People Employed Annually:** N/A

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** N/A

**Program Service Revenue:** $138,121

**Total Revenue:** $631,381

**Total Assets:** $177,181

**Total Liabilities:** $13,023
KonnecKted Life

Website URL: http://www.brонzevillebud.org/

Mission: The organization’s mission is focused on sustainability in the Bronzeville area through urban farming and other practices.

Workforce Development Category: Social Enterprise

Parent Name: Bronzeville Urban Development

Parent Capital: N/A

Industry Area: Employment; Food, nutrition, and agriculture; Public and societal benefit; Community improvement and capacity building

Location: 346 E. 53rd, Suite 411, Chicago, IL 60615

Years in Business: N/A

Key Contact: Debbie Roza, co-developer of KonnecKted Life

Funding Sources: N/A

Business Type: L3C

Products or Services Sold: Sells KonnecKted Handalls (a wallet type of product)

Target Market: General public

Marketing Tactics: Direct to consumer sales

Sales: N/A

Number of Jobs Created: N/A

Number of People Employed Annually: N/A

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: N/A

Program Service Revenue: 0

Total Revenue: 0

Total Assets: 0

Total Liabilities: 0
Lambs Industries

**Website URL:** http://www.lambsfarm.org/business-attractions/

**Mission:** Founded in 1961, the organization's mission is to provide vocational, residential, and recreational programs for people with developmental disabilities.

**Workforce Development Category:** Social Enterprise

**Parent Name:** Lambs Farm

**Parent Capital:** N/A

**Industry Area:** Education, Employment, Public and societal benefit, Housing and shelter, Community improvement and capacity building

**Location:** 14245 W Rockland Rd., Libertyville, IL 60048

**Years in Business:** N/A

**Key Contact:** 847-362-4636, info@lambsfarm.org

**Funding Sources:** N/A

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Production and mailing services to companies in the area

**Target Market:** Companies in the region

**Marketing Tactics:** Business to business sales

**Sales:** N/A

**Number of Jobs Created:** N/A

**Number of People Employed Annually:** N/A

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** N/A

**Program Service Revenue:** $577,145

**Total Revenue:** $13,303,815

**Total Assets:** $18,688,405

**Total Liabilities:** $3,286,699
Loom Chicago

**Website URL:** http://www.loomchicago.com/

**Mission:** Founded in 1917, the organization's mission is to provide various services to people in need based on the value and dignity of human life.

**Workforce Development Category:** Social Enterprise

**Parent Name:** The Catholic Charities of the Archdiocese of Chicago

**Parent Capital:** $184,091,655

**Industry Area:** Employment, Education, community improvement and capacity building, public and societal benefit

**Location:** 651 W. Lake St., Chicago, IL 60661

**Years in Business:** N/A

**Key Contact:** 312-655-7856

**Funding Sources:** Foundation grants, government grants, Corporation grants, Organization grants, individual donations

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Handmade products, such as scarves, earrings, knitwear, and pillows

**Target Market:** General public

**Marketing Tactics:** Online, business to business sales

**Sales:** N/A

**Number of Jobs Created:** N/A

**Number of People Employed Annually:** N/A

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** N/A

**Program Service Revenue:** $47,172,437

**Total Revenue:** $176,533,849

**Total Assets:** $153,918,817

**Total Liabilities:** $137,661,192
Myrtle’s Club

Website URL: http://www.ywcachicago.org/

Mission: Founded in 1876, the organization’s mission is to eliminate racism, empower women, and promote peace, justice, freedom and dignity for all.

Workforce Development Category: Hybrid Social Enterprise and Job Placement/Screening Services

Parent Name: YWCA Metropolitan Chicago

Parent Capital: N/A

Industry Area: Employment; Youth development; Human services; Civil rights, social actions, and advocacy; Science and technology; Education

Location: One North LaSalle St., Suite 1150, Chicago, IL 60602

Years in Business: Less than a year (founded in 2016)

Key Contact: Dorri McWhorter, CEO, dorri.mcwhorter@ywcachicago.org, 312-762-2751

Funding Sources: N/A

Business Type: Nonprofit 501(c)3

Products or Services Sold: A membership club for childcare providers to strengthen their businesses through discounted services, supplies and resources

Target Market: Childcare providers

Marketing Tactics: Business to business sales

Sales: N/A

Number of Jobs Created: N/A

Number of People Employed Annually: 150

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Support for childcare providers

Program Service Revenue: $6,264,091

Total Revenue: $10,786,088

Total Assets: $17,132,262

Total Liabilities: $1,809,793
Bridges From School to Work

**Website URL:** http://www.bridgestowork.org/about-bridges/what-we-do/

**Mission:** Founded in 1989, the organization’s mission is to provide employment to young adults with disabilities and those transitioning out of high school and into the workforce.

**Workforce Development Category:** Youth Development

**Parent Name:** Bridges From School to Work

**Parent Capital:** N/A

**Industry Area:** Employment, Education, Community improvement and capacity building, Public and societal benefit

**Location:** 850 W. Jackson Blvd., Chicago, IL 60607

**Years in Business:** 27

**Key Contact:** Ken Upshaw, Director, kenneth.upshaw@marriott.com, 312-432-6240

**Funding Sources:** N/A

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** The program assists young adults with disabilities that are transitioning into the workforce.

**Target Market:** Young adults with disabilities in the Chicagoland area

**Marketing Tactics:** N/A

**Sales:** N/A

**Number of Jobs Created:** N/A

**Number of People Employed Annually:** N/A

**Outside Support:** Chicago Department of Family and Support Services, Mayor’s Office for Workforce Development, Board of Education of the City of Chicago, Ticket to Work, Roosevelt University

**Technical Assistance:** N/A

**Training and Mentoring:** Job placement

**Program Service Revenue:** 0

**Total Revenue:** 0

**Total Assets:** 0

**Total Liabilities:** 0
Name of Enterprise: Pyramid Partnership Inc.

Website URL: http://www.pyramidpartnership.com/index.html

Mission: Founded in 1985, the organization provides job opportunity services to veterans and unemployed people.

Workforce Development Category: Job Placement/Screening Services

Parent Name: Pyramid Partnership Inc.

Parent Capital: N/A

Industry Area: Education, Employment, Youth development, Vocational training

Location: 3057 N. Lincoln Ave., Chicago, IL 60657

Years in Business: 31

Key Contact: Carolyne King, Director of Youth Services, cking@pyramid-pci.com

Funding Sources: Government grants, government contracts

Business Type: LLC

Products or Services Sold: Workforce development services

Target Market: Laid off workers, multi-barriered youth, low-income adults

Marketing Tactics: Business to business sales

Sales: $750,000-$999,999

Number of Jobs Created: N/A

Number of People Employed Annually: 14

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Job skills, job placement

Program Service Revenue: 0

Total Revenue: 0

Total Assets: 0

Total Liabilities: 0
**Workforce Development Social Enterprise Catalog**

**Name of Enterprise:** Harborquest, Inc.

**Website URL:** http://www.harborquest.com/index.aspx

**Mission:** Founded in 1970, the organization's mission is to provide employment opportunity to those disenfranchised from the mainstream economy.

**Workforce Development Category:** Job Placement/Screening Services

**Parent Name:** Harborquest, Inc.

**Parent Capital:** N/A

**Industry Area:** Employment, Human Services, Community improvement and capacity building, Public and societal benefit

**Location:** 2750 W. Roosevelt Rd., Chicago, IL 60608

**Years in Business:** 46

**Key Contact:** 773-435-8338

**Funding Sources:** N/A

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** The program prepares people for employment and connects them with jobs in different companies

**Target Market:** Companies in the Chicagoland area

**Marketing Tactics:** Business to business sales

**Sales:** N/A

**Number of Jobs Created:** N/A

**Number of People Employed Annually:** N/A

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** Job skills

**Program Service Revenue:** $4,176,046

**Total Revenue:** $4,384,130

**Total Assets:** $524,491

**Total Liabilities:** $531,069
Heartland Alliance: National Transitional Jobs Network

**Website URL:**
https://www.heartlandalliance.org/programs/jobs

**Mission:** Founded in 1888, the organization's mission is to advance human rights and respond to the needs of endangered populations through comprehensive programs and solutions.

**Workforce Development Category:** Job Placement/Screening Services

**Parent Name:** Heartland Alliance

**Parent Capital:** $189,667,031

**Industry Area:** Healthcare, Employment, Housing and shelter, Community improvement and capacity building, Public and societal benefit

**Location:** 208 S. LaSalle St., Suite 1300, Chicago, IL 60604

**Years in Business:** N/A

**Key Contact:** 312-660-1300

**Funding Sources:** N/A

**Business Type:** N/A

**Products or Services Sold:** The program helps people obtain employment through job skills training and offer support services once they obtain employment.

**Target Market:** Unemployed people in the Chicagoland area

**Marketing Tactics:** N/A

**Sales:** N/A

**Number of Jobs Created:** N/A

**Number of People Employed Annually:** N/A

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** Job skills

**Program Service Revenue:** $481,003

**Total Revenue:** $9,210,315

**Total Assets:** $22,562,442

**Total Liabilities:** $6,045,872
New Star Janitorial

Website URL: http://www.newstarservices.org/work/janitorial-services/

Mission: Founded in 2016, the organization is a result of a merger between SouthSTAR Services and the New Hope Center, Inc. The organization’s mission is to provide opportunities to people with disabilities and their families.

Workforce Development Category: Hybrid Social Enterprise and Job Placement/Screening Services

Parent Name: New Star

Parent Capital: N/A

Industry Area: Employment, Education, Housing and shelter, Community improvement and capacity building, Public and societal benefit

Location: 1005 West End Ave., Chicago Heights, IL 60411

Years in Business: N/A

Key Contact: Stephen Reilly, sreilly@newstarservices.org, 708-755-8030

Funding Sources: N/A

Business Type: Nonprofit 501(c)3

Products or Services Sold: The program offers training and hands on experience in the janitorial field for people who are unemployed.

Target Market: Unemployed people in the Chicagoland area

Marketing Tactics: Business to business sales

Sales: N/A

Number of Jobs Created: N/A

Number of People Employed Annually: N/A

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Job skills

Program Service Revenue: $5,515,700

Total Revenue: $6,264,820

Total Assets: $3,896,518

Total Liabilities: $1,074,466
Anixter Center: On-The-Job Evaluation Programs

**Website URL:** http://www.anixter.org/find-services/employment-and-vocational-services/on-the-job-evaluation-oje-programs

**Mission:** Founded in 1919, the organization’s mission is to provide services and support to people with disabilities and related challenges to be a part of the community.

**Workforce Development Category:** Job Placement/Screening Services

**Parent Name:** Anixter Center

**Parent Capital:** $21,056,218

**Industry Area:** Employment, Housing and shelter, Mental health and crisis intervention, Education, Community improvement and capacity building

**Location:** 2001 N. Clybourn Ave., 3rd floor, Chicago, IL 60614

**Years in Business:** N/A

**Key Contact:** 773-973-7900

**Funding Sources:** Government grants, contributions, other grants and fees, investment and other income

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** The program provides job training, on-the-job experiences, and job placement to people with disabilities.

**Target Market:** People with disabilities

**Marketing Tactics:** N/A

**Sales:** N/A

**Number of Jobs Created:** N/A

**Number of People Employed Annually:** N/A

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** Job skills, job placement

**Program Service Revenue:** $15,997,055

**Total Revenue:** $19,784,248

**Total Assets:** $14,463,752

**Total Liabilities:** $6,781,026
**Oprima-1**

**Website URL:** http://oprima1.com/

**Mission:** Founded in 1997, the organization's mission is to provide the necessary academic tools to promote human dignity, increase employment potential, and facilitate participation in the larger community.

**Workforce Development Category:** Social Enterprise

**Parent Name:** PODER

**Parent Capital:** N/A

**Industry Area:** Education, Employment, Public and societal benefit, Immigration integration

**Location:** 1637 S. Allport, Chicago, IL 60608

**Years in Business:** 4

**Key Contact:** Sarah Cohn, Communications and News Business Director, schon@poderworks.org, 847-749-5604

**Funding Sources:** Foundation grants, government contracts, sales of services

**Business Type:** L3C

**Products or Services Sold:** Call center customer service support services.

**Target Market:** Third party corporate and government clients looking for telephone call center support

**Marketing Tactics:** Business to business

**Sales:** $1-$99,999

**Number of Jobs Created:** N/A

**Number of People Employed Annually:** 12

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** Job skills, support

**Program Service Revenue:** $17,593

**Total Revenue:** $512,569

**Total Assets:** $171,249

**Total Liabilities:** $70,161
Workforce Development Social Enterprise Catalog

Planet Access Company
Website URL: www.planetaccesscompany.com

Mission: Planet Access Company (PAC) is a leader in third-party logistics, order fulfillment, and supply chain management. PAC has been recognized for its innovative approach and success as a social enterprise. More than 70 individuals with disabilities take part in the paid, train-to-work opportunities offered at PAC, earning a wage while they gain valuable work experience. Train-to-work opportunities include product assembly, order processing and materials handling. PAC is committed to providing the highest level of service in the third-party logistics business while creating social good by providing employment to individuals with disabilities.

Workforce Development Category: Social Enterprise

Parent Name: SEARCH INC.

Parent Capital:

Industry Area: Logistics and wareshousing

Location: 1925 N. Clybourn, Ste. 200, Chicago, IL 60614

Years in Business: Nine years

Key Contact: Greg Petersen
1905 S. Mt. Prospect Rd, Unit C
Des Plaines, IL 60018
Phone: 847-635-0900
Toll Free: 866-316-4722
Email: gpetersen@keystonealliance.org

Funding Sources: Sales of goods

Business Type: 501©3

Products or Services Sold: Third party logistics

Target Market: prominent apparel brands as well as medical device, footwear, and consumer goods companies

Marketing Tactics: Direct sales

Sales:

Number of Jobs Created: 

Number of People Employed Annually: 70

Outside Support:

Technical Assistance: N/A

Training and Mentoring: The company employs up to 70 individuals annually in paid, train-to-work opportunities, including product assembly, order processing, and materials handling. Train-to-work employment allows individuals with disabilities to earn a wage while they gain valuable work experience.
Workforce Development Social Enterprise Catalog

Planet Access Company Store

Website URL: [http://search-inc.org/images/Search_Planet_Access_Co_Store_Website.pdf](http://search-inc.org/images/Search_Planet_Access_Co_Store_Website.pdf)

Mission: Planet Access Co. Store is a retail clothing and apparel store located in the Lincoln Square neighborhood of Chicago. We offer a unique shopping experience for our customers featuring the highest quality clothing, jewelry, and home decor from socially and environmentally responsible brands.

Workforce Development Category: Social Enterprise

Parent Name: SEARCH INC.

Parent Capital:

Industry Area: Logistics and warehousing

Location: 4727 N. Lincoln Ave
Chicago, IL 60625

Years in Business: Six years

Key Contact: Catherine Stigler
4727 N. Lincoln Ave
Chicago, IL 60625
Phone: 773-754-8176
Email: cstigler@planetaccesscompanystore.com

Funding Sources: Sales of goods

Business Type: 501©3

Products or Services Sold: Third party logistics

Target Market: Consumers

Marketing Tactics: Retail sales

Sales:

Number of Jobs Created:

Number of People Employed Annually:

Outside Support:

Technical Assistance: N/A

Training and Mentoring: Store also offers a train-to-work program for individuals who are interested in gaining work experience and eventual employment in the retail field. Job duties include customer service, cashiering, stocking and cleaning. The company employs up to 70 individuals annually in paid, train-to-work opportunities, including product assembly, order processing, and materials handling. Train-to-work employment allows individuals with disabilities to earn a wage while they gain
valuable work experience.

Program Service Revenue:
Total Revenue:
Total Assets:
Total Liabilities:
RISE & Shine Cafe

Website URL: http://www.namidupage.org/programs-and-services/employment/cafe/

Mission: Founded in 1985, a group of parents started the organization as an affiliate of the National Alliance of Mental Illness, that seeks to improve the lives of people affected by mental illness.

Workforce Development Category: Social Enterprise

Parent Name: NAMI DuPage County

Parent Capital: $1,262,890

Industry Area: Education, Mental health and crisis intervention, Human services

Location: 115 N. County Farm Rd., Wheaton, IL 60187

Years in Business: Less than a year (founded in 2016)

Key Contact: Bill Peteron, Development Director, w.peterson@namidupage.org, 630-752-0066

Funding Sources: Sales of goods

Business Type: Program

Products or Services Sold: Hot and cold beverages, pre-packaged goods, sandwiches, soups and homemade cookies

Target Market: Clients and staff of NAMI DuPage and the DuPage Public Health Dept., workers at the DuPage County Government Complex and the community

Marketing Tactics: Retail Store

Sales: $1-$99,999

Number of Jobs Created: N/A

Number of People Employed Annually: 20

Outside Support: River City Roasters (in helping to set up the social enterprise)

Technical Assistance: N/A

Training and Mentoring: Participants in the program learn food/beverage preparation, point of sale and customer service skills

Program Service Revenue: $15,071

Total Revenue: $792,064

Total Assets: $1,262,890

Total Liabilities: $375,670
RISE & Shine Print Shop

Website URL: http://www.namidupage.org/programs-and-services/employment/print-shop/

Mission: Founded in 1985, a group of parents started the organization as an affiliate of the National Alliance of Mental Illness, that seeks to improve the lives of people affected by mental illness.

Workforce Development Category: Social Enterprise

Parent Name: NAMI DuPage County

Parent Capital: $1,262,890

Industry Area: Education, Mental health and crisis intervention, Human services

Location: 115 N. County Farm Rd., Wheaton, IL 60187

Years in Business: 1

Key Contact: Bill Peteron, Development Director, w.peteron@namidupage.org, 630-752-0066

Funding Sources: Sales of services

Business Type: Program

Products or Services Sold: Printed materials, including brochures and flyers.

Target Market: NAMI Affiliate organization and nonprofit organizations

Marketing Tactics: Direct to consumer sales

Sales: $1-$99,999

Number of Jobs Created: N/A

Number of People Employed Annually: 20

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Participants in the program learn market specific skills

Program Service Revenue: $15,071

Total Revenue: $792,064

Total Assets: $1,262,890

Total Liabilities: $375,670
Ruckus Entrepreneurs

**Website URL:** http://ruckusteens.org/

**Mission:** Founded in 1981, the organization started as a school care program and has expanded by offering services and programs to children, teens, adults, and seniors in the community.

**Workforce Development Category:** Social Enterprise

**Parent Name:** Concordia Place

**Parent Capital:** $4,492,653

**Industry Area:** Education, Youth development, Human services, Public and societal benefit, Religion-based

**Location:** 3300 N. Whipple, Chicago, IL 60618

**Years in Business:** 6

**Key Contact:** Nyla Diab, Director of Strategic Initiatives, ndiab@concordiaplace.org, 773-463-1600

**Funding Sources:** N/A

**Business Type:** N/A

**Products or Services Sold:** Body care products, such as soaps, shea balms, deodorants, and lip balms

**Target Market:** General public

**Marketing Tactics:** online

**Sales:** N/A

**Number of Jobs Created:** 75

**Number of People Employed Annually:** 85

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** Job skills

**Program Service Revenue:** $2,951,080

**Total Revenue:** $4,199,928

**Total Assets:** $2,165,284

**Total Liabilities:** $530,728
Seguin Auto Center

**Website URL:**
http://www.seguin.org/seguin_enterprises/seguin_auto_center.html

**Mission:** Founded in 1951, the organization was started to address the needs of children and adults with cerebral palsy and then expanded to helping people with disabilities.

**Workforce Development Category:** Social Enterprise

**Parent Name:** UCP Seguin of Greater Chicago

**Parent Capital:** $38,361,494

**Industry Area:** Education, Employment, Housing and shelter, Human services, Child welfare-foster care

**Location:** 3100 S. Central Ave., Cicero, IL 60804

**Years in Business:** 7

**Key Contact:** Jim Haptonstahl, Executive Vice President, jhaptons@seguin.org, 708-222-4250

**Funding Sources:** Foundations grants, government grants, sales of goods, sales of services

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Car washing/detailing, auto sales, garage sales, electronics recycling

**Target Market:** General public

**Marketing Tactics:** Online, direct to consumer sales, direct to consumer services,

**Sales:** $500,000-$749,999

**Number of Jobs Created:** 50

**Number of People Employed Annually:** 640

**Outside Support:** Coleman Foundation, US Department of Health & Human Services, Office of Community Services

**Technical Assistance:** N/A

**Training and Mentoring:** N/A

**Program Service Revenue:** $33,362,024

**Total Revenue:** $3,9345,557

**Total Assets:** $38,070,512

**Total Liabilities:** $13,764,408
Seguin Gardens and Gifts

**Website URL:** http://www.seguin.org/seguin_enterprises/

**Mission:** Founded in 1951, the organization was started to address the needs of children and adults with cerebral palsy and then expanded to helping people with disabilities.

**Workforce Development Category:** Social Enterprise

**Parent Name:** UCP Seguin of Greater Chicago

**Parent Capital:** $38,361,494

**Industry Area:** Education, Employment, Housing and shelter, Human services, Child welfare-foster care

**Location:** 3100 S. Central Ave., Cicero, IL 60804

**Years in Business:** 7

**Key Contact:** Jim Haptonstahl, Executive Vice President, jhaptons@seguin.org, 708-222-4250

**Funding Sources:** Foundations grants, government grants, sales of goods, sales of services

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Indoor and outdoor plants, as well as other products (pots, mulch, small garden implements, potting soil) used in outdoor gardens and indoor plant maintenance.

**Target Market:** General public and commercial customers

**Marketing Tactics:** Retail Store, online, direct to consumer sales, Split fundraiser models where other fundraising organizations share profits

**Sales:** $500,000-$749,999

**Number of Jobs Created:** N/A

**Number of People Employed Annually:** 640

**Outside Support:** Coleman Foundation, US Department of Health & Human Services, Office of Community Services

**Technical Assistance:** N/A

**Training and Mentoring:** N/A

**Program Service Revenue:** $33,362,024

**Total Revenue:** $39,345,557

**Total Assets:** $38,070,512

**Total Liabilities:** $13,764,408
Outreach Community Ministries: Summer Youth Employment

Website URL: https://www.outreachcommunityministries.org/ocs/

Mission: Founded in 1973, the organization's mission is to provide neighborhood and community based services for the DuPage County.

Workforce Development Category: Youth Development

Parent Name: Outreach Community Ministries

Parent Capital: N/A

Industry Area: Mental health and crisis intervention, Employment, Housing and shelter, Youth development, Religion based

Location: 122 West Liberty Dr., Wheaton, IL 60187

Years in Business: 30+ years

Key Contact: Sarah Clark, Communications Manager, sclark@outreachcommin.org, 630-682-1910

Funding Sources: N/A

Business Type: Nonprofit 501(c)3

Products or Services Sold: Classroom training in employment soft skills and a summer internship to students

Target Market: DuPage County Community

Marketing Tactics: N/A

Sales: N/A

Number of Jobs Created: 35

Number of People Employed Annually: 90

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Job skills

Program Service Revenue: $771,195

Total Revenue: $4,990,886

Total Assets: $9,690,757

Total Liabilities: $2,381,569
Sweet Beginnings

**Website URL:** http://www.nlen.org/employers/sweet-beginnings/

**Mission:** Founded in 1999, the NLEN started off as a 18 month community planning effort to serve the unmet employment needs of the North Lawndale community.

**Workforce Development Category:** Social Enterprise

**Parent Name:** North Lawndale Employment Network

**Parent Capital:** $2,244,132

**Industry Area:** Environment, Crime and legal related, Employment, Human services, Community improvement and capacity building,

**Location:** 906 S. Homan Ave., 8th Floor, Chicago, IL 60624

**Years in Business:** 12

**Key Contact:** Daniel Rossi, Evaluation and Innovation Specialis, daniel@nlen.org, 773-638-8207

**Funding Sources:** Sales of goods,

**Business Type:** LLC

**Products or Services Sold:** High-quality honey and honey-based personal care and relaxation products

**Target Market:** Direct Consumers

**Marketing Tactics:** Online, business to business sales, direct to consumer sales

**Sales:** $1-$99,999

**Number of Jobs Created:** 400+

**Number of People Employed Annually:** 16

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** N/A

**Program Service Revenue:** $62,877

**Total Revenue:** $1,932,784

**Total Assets:** $755,274

**Total Liabilities:** $131,274
Gary Comer Youth Center: Teen Employment Program

**Website URL:** http://www.gcyhome.org/index.php/project/teen-employment/

**Mission:** Founded in May 2006, the organization’s mission is to provide support to students to graduate high school and pursue higher education.

**Workforce Development Category:** Youth Development

**Parent Name:** Gary Comer Youth Center

**Parent Capital:** N/A

**Industry Area:** Education; Employment; Food, agriculture, and nutrition; Youth development

**Location:** 7200 S. Ingleside Ave., Chicago, IL 60619

**Years in Business:** 10

**Key Contact:** Dan Schuch, Facility Director, dshuch@gcyhome.org, 773-358-4048

**Funding Sources:** Foundation grants, government grants, sales of goods, organizational unrestricted net assets

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Plant and produce fruit, honey, and perennial plants

**Target Market:** GGC Community, South Side of Chicago, GCYC Kitchen, Youth (Students, summer camps, after school programs)

**Marketing Tactics:** Business to business sales, direct to consumer sales, farm stands, farmer’s markets, some restaurant sales, internal uses

**Sales:** $1-$99,999

**Number of Jobs Created:** N/A

**Number of People Employed Annually:** 4

**Outside Support:** Chicago Community Trust, United Way, Urban Partnership Bank

**Technical Assistance:** N/A

**Training and Mentoring:** N/A

**Program Service Revenue:** 0

**Total Revenue:** $578,175

**Total Assets:** $298,834

**Total Liabilities:** $182,326
Workforce Development Social Enterprise Catalog

The 9 Muses Art Gallery

Website URL: http://www.ctfillinois.org/what_we_do/customized_employment.html

Mission: The organization's mission is to empower individuals with developmental and intellectual disabilities through services and programs.

Workforce Development Category: Social Enterprise

Parent Name: CTF Illinois

Parent Capital: N/A

Industry Area: Employment; Arts, culture, and humanities; Community improvement and capacity building; Mental health and crisis intervention

Location: 6775 Prosperi Drive, Tinley Park, IL 60477

Years in Business: 3

Key Contact: 708-429-1260

Funding Sources: N/A

Business Type: Nonprofit 501(c)3

Products or Services Sold: Artwork made by individuals with developmental disabilities

Target Market: General public

Marketing Tactics: Retail Store

Sales: N/A

Number of Jobs Created: N/A

Number of People Employed Annually: N/A

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: N/A

Program Service Revenue: $15,440,193

Total Revenue: $16,085,248

Total Assets: $12,043,649

Total Liabilities: $3,121,910
The Blue Sky Employment Program

Website URL: http://blue-sky-bakery.org/

Mission: The organization's mission is to provide job training and temporary employment to at-risk youth and homeless people.

Workforce Development Category: Social Enterprise

Parent Name: Blue Sky Bakery

Parent Capital: N/A

Industry Area: Employment; Food, agriculture, and nutrition; Youth development

Location: 3720 N. Lincoln Ave., Chicago, IL 60613

Years in Business: 9

Key Contact: Lisa Thompson, Executive Director, lisa@blue-sky-bakery.org, 773-880-9910

Funding Sources: Foundation grants, government grants, sales of goods, sales of services,

Business Type: Nonprofit 501(c)3

Products or Services Sold: Baked goods

Target Market: Families/individuals in neighborhood (North Center) individuals hosting bridal & baby showers, individuals planning weddings, corporations in Chicago area seeking breakfast/break catering

Marketing Tactics: Retail Store, business to business sales, direct to consumer sales

Sales: $100,000-$249,999

Number of Jobs Created: N/A

Number of People Employed Annually: 4

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Job skills

Program Service Revenue: $129,042

Total Revenue: $205,357

Total Assets: $14,478

Total Liabilities: 0
**Name of Enterprise:** Building Material Reuse Association

**Website URL:** https://bmra.org/training/

**Mission:** The organization’s mission is to recover, reuse, and recycle building materials for sustainability.

**Workforce Development Category:** Job Placement/Screening Services

**Parent Name:** Building Materials Reuse Association

**Parent Capital:** N/A

**Industry Area:** Employment, Community improvement and capacity building

**Location:** 4410 N. Ravenswood Ave., Suite 105, Chicago, IL 60640

**Years in Business:** N/A

**Key Contact:** 773-340-2672

**Funding Sources:** N/A

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Training and employment in the deconstruction industry

**Target Market:** General public

**Marketing Tactics:** N/A

**Sales:** N/A

**Number of Jobs Created:** N/A

**Number of People Employed Annually:** N/A

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** Job skills, job placement

**Program Service Revenue:** $37,718

**Total Revenue:** $61,273

**Total Assets:** $20,983

**Total Liabilities:** $505
Transitional Jobs Program

**Website URL:** http://streetwise.org/tjp/

**Mission:** Founded in 1991, the organization's mission is to empower Chicagoans facing homelessness with a combination of supportive services and workforce development programs.

**Workforce Development Category:** Hybrid Social Enterprise and Job Placement/Screening Services

**Parent Name:** Streetwise

**Parent Capital:** $1,929,950

**Industry Area:** Employment, Human services,

**Location:** 4554 N. Broadway Ave., Suite 350, Chicago, IL 60640

**Years in Business:** 24

**Key Contact:** Julie Youngquist, Executive Director, jyoungquist@streetwise.org, 773-334-6600

**Funding Sources:** Foundation grants, government contracts, fee-for-service or consulting, sales of goods, individual contributions

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** Magazines and employment opportunities for vendors

**Target Market:** General public

**Marketing Tactics:** Business to business sales, direct to consumer sales

**Sales:** $250,000-$499,999

**Number of Jobs Created:** 100

**Number of People Employed Annually:** 13

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** Job skills, support

**Program Service Revenue:** $260,368

**Total Revenue:** $796,298

**Total Assets:** $422,586

**Total Liabilities:** $10,354
**V2 Enterprises**

**Website URL:** http://www.vanavevhu.org/

**Mission:** The organization’s mission is to provide food, healthcare, education, and targeted training to child-headed households in Zimbabwe.

**Workforce Development Category:** Social Enterprise

**Parent Name:** Vanavevhu- Children of the Soil, Inc

**Parent Capital:** N/A

**Industry Area:** Education; Environment; Employment; Food, agriculture, and nutrition; Youth development

**Location:** 530 Clinton Ave., Oak Park, IL 60304

**Years in Business:** 4

**Key Contact:** Elizabeth Mhangami, Founder, elizabeth@vanavevhu.org, 773-747-2960

**Funding Sources:** Foundation grants, sales of goods, sales of services, individual donors

**Business Type:** "C" corporation

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**Products or Services Sold:** Candles (decorative, scented), organic beeswax lip balm, honey, organic fresh produce

**Target Market:** Grocery stores, gift shops, tourism Industry in Zimbabwe, restaurants, individuals

**Marketing Tactics:** Retail Store, business to business sales, direct to consumer sales

**Sales:** $1-$99,999

**Number of Jobs Created:** N/A

**Number of People Employed Annually:** 18

**Outside Support:** Manaaki Foundation

**Technical Assistance:** N/A

**Training and Mentoring:** Artisanal skills

**Program Service Revenue:** $4,394

**Total Revenue:** $99,976

**Total Assets:** $33,552

**Total Liabilities:** $1,756
Workforce Development

Website URL: http://www.bethelnewlife.org/our-investments/community-economic-development/workforce-development/

Mission: Founded in 1979, the organization’s mission is to provide opportunities to individuals and families to thrive in their communities.

Workforce Development Category: Job Placement/Screening Services

Parent Name: Bethel New Life, Inc.

Parent Capital: $4,847,345

Industry Area: Employment, Education, Housing and shelter, Community improvement and capacity building

Location: 4950 W. Thomas St., Chicago, IL 60651

Years in Business: N/A

Key Contact: 773-473-7870

Funding Sources: Government grants, government contracts, Foundation grants, corporate and trust contributions, Individual donations

Business Type: Nonprofit 501(c)3

Products or Services Sold: Training and certifications in manufacturing field

Target Market: General public

Marketing Tactics: N/A

Sales: N/A

Number of Jobs Created: 60

Number of People Employed Annually: N/A

Outside Support: N/A

Technical Assistance: N/A

Training and Mentoring: Job skills, job certification

Program Service Revenue: $1,305,053

Total Revenue: $4,845,182

Total Assets: $5,815,923

Total Liabilities: $3,223,816
### Youth Employment and Entrepreneurship Program


**Mission:** Founded in 1985, the organization's mission is to create employment opportunities for community residents through workforce development programs.

**Workforce Development Category:** Youth Development

**Parent Name:** African American Christian Foundation

**Parent Capital:** $692,031

**Industry Area:** Employment, Youth development, Community improvement and capacity building, Public and societal benefit

**Location:** 22 W. Washington, Suite 1500, Chicago, IL 60602

**Years in Business:** N/A

**Key Contact:** 708-848-1700

**Funding Sources:** Government grants, contributions, investment income, other

**Business Type:** Nonprofit 501(c)3

**Products or Services Sold:** The program provides vocational training, work experience and job placement services to "at risk" youth

**Target Market:** "At risk" youth

**Marketing Tactics:** N/A

**Sales:** N/A

**Number of Jobs Created:** 107

**Number of People Employed Annually:** N/A

**Outside Support:** N/A

**Technical Assistance:** N/A

**Training and Mentoring:** Vocational training, job skills, job placement

**Program Service Revenue:** $52,921

**Total Revenue:** $692,031

**Total Assets:** $387,560

**Total Liabilities:** $176,381
SOCIAL ENTERPRISE SURVEY FINDINGS

Background: In partnership with Forefront and the University of Chicago, Delta Institute released a survey on February 11, 2016 to the civic community to determine the existing conditions for social enterprises. Delta shared the survey with a target list of over 100 Illinois-based social enterprises and nonprofit parents of social enterprises, and Forefront encouraged its network of nonprofit and philanthropic members to share the survey with social enterprises. The survey closed on February 29, 2016, and the survey device shows that the survey was opened over 500 times and completed 221 times. A close examination of the data yielded that workforce development social enterprises were different than other organizations that identified as social enterprises. Delta Institute isolated workforce development data in the survey, cleaned the data with a review of organizational websites, annual reports and 990 forms. The following are findings.

Sample size: 57 with 16 organizations providing a 990.

The table below indicates the SEs primary types of social enterprise programs.

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Social Enterprises/Workforce Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1- Social Enterprise</td>
<td>31</td>
</tr>
<tr>
<td>2- Youth Development</td>
<td>7</td>
</tr>
<tr>
<td>3- Job Placement/Screening Services</td>
<td>9</td>
</tr>
<tr>
<td>Hybrid (selected more than one)</td>
<td>10</td>
</tr>
</tbody>
</table>

42% of did not answer a question asking the social enterprise’s (SE) number of years in businesses. Of the SE that answered the question, the number of SE founded in the past 11 years doubles that founded before.

<table>
<thead>
<tr>
<th>Years</th>
<th>Amount of Social Enterprises/Workforce Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-2</td>
<td>7</td>
</tr>
<tr>
<td>3-5</td>
<td>3</td>
</tr>
<tr>
<td>6-8</td>
<td>6</td>
</tr>
<tr>
<td>9-11</td>
<td>6</td>
</tr>
<tr>
<td>12+</td>
<td>11</td>
</tr>
<tr>
<td>N/A</td>
<td>24</td>
</tr>
</tbody>
</table>
The table below portrays the SE financial information denoting the percentage of SEs in each financial bin. The table illustrates that 75% of SE have total revenue over $1 million. 11 organizations had total revenue under a million dollars and 3 orgs either did not disclose or had no 990 to provide the total revenue.

<table>
<thead>
<tr>
<th>Category/Amount</th>
<th>Sales</th>
<th>Program Service Revenue</th>
<th>Total Revenue</th>
<th>Total Assets</th>
<th>Total Liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1-$99,999</td>
<td>14%</td>
<td>16%</td>
<td>4%</td>
<td>5%</td>
<td>11%</td>
</tr>
<tr>
<td>$100,000-$249,999</td>
<td>7%</td>
<td>9%</td>
<td>4%</td>
<td>7%</td>
<td>9%</td>
</tr>
<tr>
<td>$250,000-$499,999</td>
<td>11%</td>
<td>5%</td>
<td>0%</td>
<td>5%</td>
<td>9%</td>
</tr>
<tr>
<td>$500,000-$749,999</td>
<td>5%</td>
<td>4%</td>
<td>7%</td>
<td>5%</td>
<td>9%</td>
</tr>
<tr>
<td>$750,000-$999,999</td>
<td>4%</td>
<td>11%</td>
<td>5%</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>$1 million-$1.9 million</td>
<td>2%</td>
<td>7%</td>
<td>11%</td>
<td>9%</td>
<td>12%</td>
</tr>
<tr>
<td>$2 million-$4.9 million</td>
<td>2%</td>
<td>7%</td>
<td>19%</td>
<td>11%</td>
<td>14%</td>
</tr>
<tr>
<td>$5 million-$9.9 million</td>
<td>0%</td>
<td>14%</td>
<td>9%</td>
<td>12%</td>
<td>16%</td>
</tr>
<tr>
<td>$10 million+</td>
<td>2%</td>
<td>19%</td>
<td>37%</td>
<td>39%</td>
<td>14%</td>
</tr>
<tr>
<td>$0 or N/A</td>
<td>54%</td>
<td>9%</td>
<td>5%</td>
<td>5%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Red is indicative of the smallest percentages. The rainbow spectrum continues through green where the deepest green represents the greatest percentages.

Social enterprises indicated the number of jobs they created. SEs employed between 2800 and 4500. 34 SE did not disclose the number of jobs created.

<table>
<thead>
<tr>
<th>Number of Jobs</th>
<th>Amount of Social Enterprises/Workforce Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-99</td>
<td>12</td>
</tr>
<tr>
<td>100-199</td>
<td>4</td>
</tr>
<tr>
<td>200-299</td>
<td>2</td>
</tr>
<tr>
<td>300-399</td>
<td>0</td>
</tr>
<tr>
<td>400+</td>
<td>5</td>
</tr>
<tr>
<td>N/A</td>
<td>34</td>
</tr>
</tbody>
</table>
The survey included an anonymous section. The anonymous section provided a series of free response questions designed to get at gaps, barriers and the challenges social enterprises face in Illinois.

Respondents to the question “What do you wish you had in the early stages of social enterprise development, and why?” sited wishes related to funding, planning, leadership, their board, their employees, and volunteers. Funding, planning, and leadership were most frequently identified.

<table>
<thead>
<tr>
<th>Funding</th>
<th>3</th>
<th>2</th>
<th>3</th>
<th>2</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted support</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More funding</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More funders/Dedicated sponsors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Larger individual donor base</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment or bigger endowment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge about grant process and SE fundraising</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>13</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better, more realistic business plan</td>
<td>4</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic plan</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Financial plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CEO/Executive Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business acumen</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing/Business Development</td>
<td>4</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mentor ship for CEO/ED</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stronger leader</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>9</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better oversight board and participation</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better fundraising</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board development</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More experienced/highly skilled</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volunteers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More skilled</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donated</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriate services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Autonomy from parent and funds to reduce strain on parent</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


In response to the question “What would you do differently if you knew then what you know now?” respondents most frequently reported that they would: select different staff and/or consultants; seek out different board members or develop their board differently; and have more money, diversity of funding, and more individual donors.

<table>
<thead>
<tr>
<th>Hire the right staff/Consultant</th>
<th>Operations and scaling</th>
<th>General manager</th>
<th>Grant winning staff</th>
<th>Sales</th>
<th>Social enterprise expert</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Better board</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More committed to fundraising</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Funding</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Had more money</td>
<td>1</td>
<td></td>
<td></td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Had more diversity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual donors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engaged in slower growth</td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Planned for future growth at beginning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Been 501(c) 3 to get grants or partnered with 501 (c) 3 to manage grants</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better facility</td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Understand facility choice impacts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brand system</td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Target audience</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
In response to the question “What resources or technical assistance would be most helpful to your social enterprise, and why?” respondents most often indicated need for information exchange, followed by funding and then consultants and staff.

<table>
<thead>
<tr>
<th>Type</th>
<th>Need</th>
<th>SE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications &amp; Marketing</td>
<td>Brand development, Social Media, Communications</td>
<td>3</td>
</tr>
<tr>
<td>Consultant</td>
<td>Strategic planning assistance</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Consulting services for market research/feasibility studies/critical strategy decisions</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Infrastructure/design/architecture</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Accounting and financial planning assistance</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Office administrative structure</td>
<td>1</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td>8</td>
</tr>
<tr>
<td>Funding</td>
<td>Reliable sources of funding, matching grants or 0% loans with preference for multi year</td>
<td>9</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td>9</td>
</tr>
<tr>
<td>Information Exchange</td>
<td>Learning and evaluation: consistent measures of success</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Peer comparison studies</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Autonomous common sized financial shared among peers</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Youth employment best practices for those with multiple barriers</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Help hiring diverse staff</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Help getting corporate sponsors</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Networking with other SEs or startups</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Sector based knowledge sharing (not SE), but business focus</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Mentorship from nonprofit SE entrepreneur who has achieved scale or coach</td>
<td>3</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td>12</td>
</tr>
<tr>
<td>Policy</td>
<td>Local governments to prefer social enterprise contractors</td>
<td>1</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Staff</td>
<td>Employee devoted to data management</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Fundraising staff, grant seeker, grant writer, grant winner and expertise</td>
<td>5</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Tech and Software</td>
<td>Customer management software</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>SEO/Website/Email optimization assistance</td>
<td>3</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td>4</td>
</tr>
</tbody>
</table>
SUMMARY OF INTERVIEWS

Delta Institute interviewed executive leadership of Illinois social enterprises with commitment to workforce development to learn about their successes, challenges, and recommendations. Delta confirmed that social enterprises face many of the challenges that other businesses face. Nonprofit-led social enterprises face the same challenges as traditional small business startups. In addition, social enterprises aim to blend profitability with mission, and as nonprofits, they work within a culture that places a higher value on mission than money. Additionally, emphasis on mission may involve commitments to maximizing value to society and environment that make it even harder for nonprofit-led social enterprises to compete in the marketplace.

Informed by interview and survey results, the following is a summary of the current conditions faced by these leaders and their ideas and recommendations for improving conditions.

I. Current Conditions

CEO/Executive Director Board Partnership: Success is predicated on the strength of the relationship between a CEO and the Board of Directors. It is critical that some board members have business knowledge and expertise, as well as a reasonable level of comfort with start-up risk. While nonprofits take risks to achieve their mission, the concept of business risk is foreign to nonprofit culture and can be a barrier to starting a social enterprise. Risk avoidance is common among boards of directors with fiduciary responsibility for organizations, as well as funders and investors.

Additionally, there is great need to educate board leadership on what a social enterprise can and cannot do. Sometime board leadership does not realize the profitability limits of social enterprise. A social enterprise is unlikely to be a cash cow for the parent. Because of the tradeoffs between mission and profitability, the social enterprise will not perform like a traditional business.

Staff: Identifying, hiring, and retaining talented staff with a mind for both nonprofit management and social enterprise operations is challenging. Staff need domain knowledge and business skills. Identifying and assessing entrepreneurs to lead enterprises is very difficult.

Additionally, there can be profound cultural differences between nonprofit leadership and social enterprise workers, which can make it hard for management to motivate staff. Another challenge is that management and social enterprise employees may work very differently, with management working in offices with salaried positions and social enterprise workers being paid hourly.

Management staff can be spread too thin to grow or expand the enterprise and its impact. Some organizations do not have the funds to hire senior staff which forces the executive director to focus on day-to-day operations rather than strategic leadership.

Wages are constant struggle. Comparatively low wages can lead to turnover of talented staff, resulting in retraining costs and loss of institutional knowledge.

Core skills training and additional professional development are hard to fund and make time to prioritize.

Funding challenges: The nonprofit parent frequently serve as intermediary, helping to get businesses off the ground. Many funders and investors want to fund the business directly and do not appreciate the
value of intermediaries. Yet, the intermediaries make the market by bringing the entrepreneurs and the investors/funders together. Additionally, the nonprofit parent and child can be forced to compete against each other for foundation grants.

**Funding for ideation and concept development:** Nonprofit-led social enterprises need funding to support the development of the business idea and creation of the business plan. Once the idea is solidified, there are further costs to prove the concept, the market opportunity, and the value proposition. Often during proof of concept, it is necessary to pivot and change plans to sell the concept to customers and to compete successfully with other businesses. As one social entrepreneur described it: “There is a lot of work that needs to go into ‘the ask’ to create the momentum to get the first check.” The startup phase is particularly challenging for nonprofit parents, because they do not have access to family money, seed funding, or angel funding. They have to support the startup costs from operating surplus, which is difficult, or raise new funds, which risks competing with other fundraising priorities.

Unlike venture capitalists, foundations want measureable accomplishment for their grant dollars. Because the foundation grant systems are not geared to funding business startups, the funding source can create too many constraints.

Another challenge is the lack of risk tolerance with funders and investors. They are unwilling to invest in new ideas out of concern that the idea will fail. Yet failure is a reality for many startups. Funder requirements for metrics in early stages can be counterproductive, because the need to attain metrics may prevent a nonprofit from changing strategy, which may be better in the long-term.

**Onerous information requirements:** Some investors place more strenuous information requirements on nonprofit-led enterprises as compared to most entrepreneurs, because nonprofit entrepreneurs do not have the history and the track record to make credible long-term projections.

**Access to capital:** Nonprofits face a significant barrier to access capital. Unlike small businesses owned by individuals accountable to lenders, nonprofit-led enterprises have board oversight. While the board is responsible for fiduciary oversight, traditional lenders may want a sole individual to be responsible. Additionally, lack of facility ownership can also limit access to loans. The following were specific needs identified by social enterprise leaders related to capital:

- Access to flexible, low-cost capital at 0-3% interest;
- Flexible seed money;
- Better management of competing fundraising goals between the parent and child social enterprise or the social enterprise and specific funders and partners;
- Funding for marketing; and
- Adequate funding for parent organization to support the startup.

**Managing costs:** Business operation is expensive. In order to help the social enterprise succeed, parent organizations frequently share costs and services. Some social enterprises can reduce costs through cooperative buying for discounts. Without cooperation with parent nonprofits, social enterprises lack the high-level consumer power required to negotiate for better prices.

**Professional services.** Professional services, like human resources, accounting, business consulting, and marketing, can be very expensive, but they are critical for success. The following were identified as
requirements that social enterprises and their nonprofit parent need but may have a hard time paying for:

- Operational infrastructure: HR policies, financial reporting, operational processes and other procedures.
- Accounting and bookkeeping: Because of the unique way nonprofit accounting works, it is a large cost. The addition of product and service sales through retail environment increases complexity on top of grant and donation accounting.
- Business strategy consultants may be able to assist with defining success.

II. Recommendations for Support and Resources

Support a community of practice and high-quality training. Nonprofit social entrepreneurs would benefit from a variety of support that could be provided through a peer learning environment for entrepreneurs. Because nonprofit governance, accounting and missions create work environments that are profoundly different than more typical business environmental networking and facilitating information exchange between these professionals is very valuable and meaningful. Additionally, there are many professional services that social enterprises need assistance accessing. Leaders need funding for professional services or mechanisms to access lower cost professional services. Those services include:

- Business strategy and strategic planning
- Marketing for non-traditional products and services
- Developing criteria to halt an unsuccessful social enterprise. Sometimes the momentum is strong to keep investing where failure is likely. The parent organization has to be clear about its goals and its criteria for investment and for success. If the startup is not meeting goals and criteria, it needs to be stopped before

Change funder and investor attitudes.

Many different funding types are needed by both the parent nonprofit and the social enterprise (child). Funders and investors need to be engaged to facilitate a dialogue on the potential of this social impact sector and how their investment can be instrumental. Additionally private foundations should strive to create easy access and use capital. This may include appropriate loans for equipment, build out and working capital.

Educate funders and investors on the importance of program mission and how that impacts the profit and loss.

Establish a methodology for monetizing the social return so that investors and funders are not just focused on financial return.

Establish funding types that may be grants/investments that start with only a mission return and slowly expect a financial return. That would give the business an opportunity to grow profits before having to pay a financial return.
BARRIERS TO EXPANDING SOCIAL ENTERPRISE IN ILLINOIS

Through interviews and surveys social enterprise leaders reported barriers to their operations and their expansion. Some of these barriers were systemic in nature and others were specific and related directly to financial support, staff talent and governance. The following describes systemic and specific barriers.

Systemic

- The Illinois State fiscal crisis has imperiled the human service sector and starved those nonprofits resulting in the following areas of impact:
  - Nonprofits are reducing programming and staff size which undermines their ability to serve Illinois’s most vulnerable.
  - Lack of funds to support human services starves nonprofits of resources to support infrastructure that could support social enterprises.
  - Lack of funds or certainty about a budget resolution, discourages nonprofits, their boards and funders from taking risks such starting new social enterprises or offering new products and services.
  - Lack of certainty about long term commitment of government agencies to directly serve or provide funding to others to address specific needs means that workforce development social enterprises can’t forecasts costs well.

- Identification: There are many actors who impact or are impacted by workforce development focused social enterprises, but they do not identify as such or are not identified by others as such. For example, a grocery store may stock Warrior Pickles in the pickle section or Beelove honey in the honey section rather than by whether the product was created by a social enterprise. To the grocery store, the product is categorized by what it is, not how it is made. This makes it really hard to identify social enterprise products. Because whether or not something is a social enterprise is largely indicated by how the product is made, this makes it really hard to figure out who is out there. To add further confusion, nonprofit parent organizations whose primary mission may be to serve a specific population, may define themselves by actions they undertake to assist their population, where the work of an associated social enterprises is simply one of many tactics for the parent organization. This gap in labeling and categorization make it harder for stakeholders to connect.
Financial barriers:

- Onerous reporting requirements from funders
- Slow payment from clients when enterprise must pay its employees before it has received payment
- Lack of flexible funding and patient capital

Revenue barriers

- Lack of risk capital for funding business planning
- Lack of diversity in funding types
- Lack of individual or high wealth individual donor base
- Lack policy of favorable public policies to support use of social enterprises (local, state procurement policies)
- Lack of access to vendor lists and challenges to becoming a preferred vendor, such as MBE/WBE

Staff talent

- Lack of business acumen amongst leadership (CEO/Executive Director and senior staff)
- Those who are good at operations and management, may lack visionary charismatic and inspirational leadership required to motivate internal and external stakeholders
- Inadequate funds to pay salaries to attract or retain talent
- Lack of good professional development that respects the differences between a nonprofit led social enterprises or workforce development focused enterprise and typical, mainstream businesses
- Lack of funds to hire more people
- Didn’t hire staff that were good at sales or specific types of fundraising in the beginning
- Lack enough volunteers
- Lack of skilled volunteers

Governance

- Awkward relationship between parent nonprofit and social enterprise
- Board of directors might not really understand nonprofits
- Board of directors may have inappropriate expectations
- Board of directors may be inactive, poor ambassadors and just not active enough
- Board of directors may not do enough fundraising.
- Board of directors may provide Inadequate or uninformed board oversight
**Funders, Government and Businesses that Support or Utilize Social Enterprises**

The following funders have funded Illinois nonprofit workforce development organization that are social enterprises or parent organizations that have established social enterprises. While we sought to identify social enterprise funders, we identified that many nonprofits utilize funds that help them to achieve their mission and that those funds frequently serve dual purposes. Potentially the funding is specific to workforce development, serving hard-to-employ individuals, social enterprise or the service or good delivered through by social enterprise.

**Foundations**
- Act of Hope Foundation
- Alvin H Baum Family Fund
- Annie E Casey Foundation:
- Bank of America Foundation
- Brinson Foundation
- Bruner Foundation
- Calvert Foundation
- Chicago Community Trust
- Chicago Tribune Charities – Holiday Campaign, A McCormick Foundation Fund
- The Christopher Family Foundation
- The Crown Family
- Chicago Foundation for Women
- Cuore E Mani Foundation
- Family Alliance Foundation
- Hitachi Foundation
- Impact 100 Grant
- Judy Family Foundation
- The Joyce Foundation
- J.P. Morgan Chase
- Local Initiatives Support Corporation (LISC)
- Lloyd A Fry Foundation
- MacArthur Foundation
- Mullooly Carey Foundation
- The Owens Foundation
- Pierce Family Foundation
- Polk Bros. Foundation
- A Private Family Foundation
- Richard H. Driehaus Foundation
- Rogers and Susan Stone Family Foundation
- Seabury Foundation
- Steans Family Foundation
- Tullman Family Foundation
- United Way of Metropolitan Chicago
- U.S. Bank
- Walmart Foundation
- William Blair Foundation
- W.K. Kellogg Foundation

**Government**
- Local governments (City and County)
- Chicago Department of Family and Support Services
- Cook County Community Development Block Grants
- Cook County Delegate Agency Contracts
- City of Chicago Delegate Agency Contracts
- City if Chicago TIF and TIF Works

**State government**
- Illinois Department of Human Services
- Illinois Department of Commerce and Economic Opportunity

**Federal**
- US Department of Labor: Women in Apprenticeship and Nontraditional Occupations (WANTO)
Businesses that hire and/or purchase from social enterprises

3 Floyds Brewery
A & D Property Services
Accenture
Accretive Health
AIM
Allied Waste
Alta Bicycle Planning
Ain’t She Sweet Cafe
Allscripts
Aspire
Avatar Corporation
Bang Bang Pie Shop
Best Diamond Plastics
Bimba Manufacturing
Biz3
Black Dog Gelato
Blue Sky Bakery
Bright Endeavors
Brightstar U.S. Inc.
Bughouse Studios
Career Builder
The Catholic Charities
CDW
Jayson Home and Garden
Jero Medical Supply & Equipment
Kay Manufacturing
Kellogg School of Management, Northwestern University
Landon Bone Barker Architects
LB Street
Landon Bone Baker Architects
Letherbee Distillers
LISC Chicago
Mayer Brown
McDonalds
Metropolis Coffee Company
Modern Sprout
Morrison Container Handling Solutions
Old Town School of Folk Music
Overflow Coffee Bar
Paddy Long’s

Ceannate
Center for Neighborhood Studios
Chase
Chicago Cultural Center
City Dough
Chicago Magnesium
Continental Midland
Divvy
Dose Market
Dunkin Donuts/Baskin Robbins
Electro Technic Products
Enlivant
Equity Residential
Fish Bar
Forefront
Freedman Heating Company
Gap Inc.
GoHealth
The Habitat Company
Hideout
HMS Heath
Hudson Group
Icon modern
The Peasantry
P-K Tool & Manufacturing Company
Preservation of Affordable Housing, Inc.
Rebuilding Exchange
Refind Home
Rota Skipper
Rush University Medical Center
Silver Line Building Products
South Chicago Dodge
Spilled Ink
SPR Companies
Sterling Lumber
Trueblue
Truth Moving & Storage
United
University of Chicago
The Workshop Design Studio
The only way to advance, scale up or improve conditions for Illinois’s workforce development social enterprise ecosystem is to deal with systemic barriers that imperil the human service sector first and foremost. The most important barrier to alleviate stems from Illinois’s budget crisis and practice of not providing full payments to social services in a timely fashion. After that social enterprises face financial and revenue barriers, staff talent and a host of governance issues. This document provides recommendations and the impact of alleviating that barrier.

Recommendation: Lawmakers must fix both the budget and payment process. Ideally this would be a multiyear solution.

Current Situation: Human service nonprofits are struggling. Many are reducing programming and staffing. Lack of certainty for the future and practices such as delayed payments and partial payments are making it very hard to operate, let alone manage a social enterprise.

Impact: Human service sector nonprofits can restaff and plan programming; nonprofits will be able to leverage their infrastructure to support social enterprise; funders, boards and nonprofit staff leadership will be in a position to plan for the future.

Recommendation: Create framework to better identify and label social enterprises.

Current Situation: Different groups define social enterprise differently. Some groups define themselves by the product they make, the population they serve or how they operate. This makes it really challenging to figure out who is and who is not a social enterprise.

Impact: By labeling and defining social enterprises better and creating greater consensus, we will be better able to assemble a community of practice to address challenges to social enterprise.

Recommendation: Private foundations and lenders should get rid of onerous reporting requirements and create more flexible funding.

Current situation: Grantors and lenders are restrictive which is hard on social enterprise startups. Additionally, many have onerous reporting requirements which is time intensive and costly for the start up.

Impact: Less wasted time. More time spent making the social enterprise successful and less time is used on administration.

Recommendation: Create favorable public policy to support social enterprises, realign government procurement systems to prioritize purchasing from social enterprises and create
designation to encourage use of social enterprises similar to programs for disadvantaged business enterprises.

Current situation: Social enterprises compete against the private market on cost. They are at a disadvantage when they face far greater operations expense than the private sector. Using the hard to employ, operating a business in a challenging environment or using hard to source or use materials add cost. Anecdotally, we have learned that government agencies, who would like to purchase services from social enterprises, frequently cannot because the social enterprise is almost never the lowest cost qualified bidder.

Impact: Social enterprises get more projects, can hire more people and grow.

**Recommendation: Create community of practice to address issues around governance, staff development and strategic business partnerships**

Current situation: Several organizations are facing the same challenges alone. By facing the challenge alone, they do not achieve a competitive advantage. Social enterprise leadership suggest they are unable to adequately solve problems alone or cannot afford to allocate the resources to manage the issue. Additionally, social enterprise leadership has requested a forum for dialog on such issues amongst social enterprise leadership.

Impact: Greater knowledge exchange, collaboration and partnership could have a number of impacts: shared solutions and shared costs could result in better staff development and management, as well as, board management, which were noted as significant challenges by social enterprise leadership.