

Neighborhood (2012-2016)

Minnesota Compass – mncompass.org

Census Race/Ethnicity	Powder-horn Park	Grand Avenue Area	Near North	Twin Cities Metro
Total Residents	9,252	25,4761	34,922	3,033,634
Amer. Indian or Alaska Native Only	2%	*	*	0.6%
Asian Only	*	6.5%	16%	7.6%
Black or African American Only	15%	18.5%	49%	9.3%
Nat. Hawaiian or Other Pac. Isl. Only	*	*	*	*
White Only	47%	67.5%	19%	73.6%
Two or More Races	4%	3%	6%	2.6%
Hispanic/Latino (Any race)	31%	5.5%	9%	6.3%

To protect resident privacy, small cell values have been masked for subgroups containing fewer than 10 people; these are represented with a star (*)

PREPARE WORKSHOP

CASE SAMPLE: XYZ BAKERY

2018 Key Strategic Goal

By January 2019, XYZ Bakery will open our third location in the Near North neighborhood of Minneapolis, taking advantage of the city's "Grow North" financial incentive package. With this new location, we expect to hire 20 additional staff. We expect to double our revenue from \$250,000 to \$500,000 by 2021.

Key Challenges

- Annual 35% turnover, mostly in front-line team members.
- Will need to hire at least 15 Near North residents to meet "Grow North" requirements.
- There has been increasing pressure from our neighborhood organizations and customers that our workforce mirrors the communities in which we are located.

ORGANIZATIONAL PROFILE

Key product and service offerings (and their importance to the organization's success)

- Creative, allergy-friendly baked goods (reputation, visibility)
- Gourmet coffee (consistent business throughout the day)
- Office delivery (customer service, market retention)

Mission, vision, values

Our mission is to delight our customers with product safety, quality, and value. We strive to be the first choice for allergy-friendly baked goods in a sociable atmosphere. We value creativity, integrity and continuous improvement. We embrace and celebrate humanity's differences.

Core competencies

- More than 50 allergy-friendly recipes
- Separate, allergy-free kitchen
- Friendliness ("everyone knows your name")
- Efficient, error-free ordering and delivery processes

Locations

- Bloomington Avenue, near Powderhorn Park, Minneapolis.
- Grand Avenue, near Victoria Street, Saint Paul.

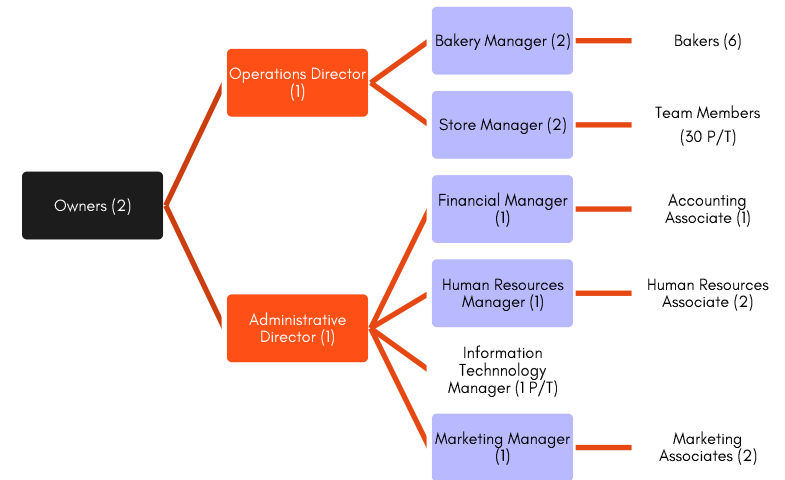
Customers and Other Stakeholders

See the result from a year-long survey zip code survey in the Customer Profile chart at right. Potential customers include the growing number of people with food allergies. Our key competitors are Wuollet, Mississippi Market and Whole Foods.

Suppliers and Partners

One quarter of our ingredients, equipment and materials are purchased from local suppliers. We began partnering with Children's Minnesota and Minnesota Childcare Association to educate parents and caregivers about food allergies. We have two bakery internships per year through Saint Paul College.

Organizational Structure



Workforce (as of February 15, 2018)

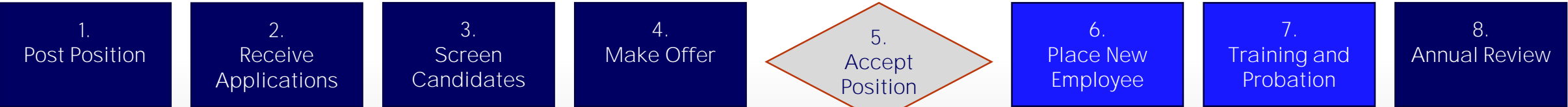
Census Race/Ethnicity	Senior Leaders	Middle Leaders	Individual Contributors
Avail. Positions	2 (4%)	7 (14%)	42 (82%)
Amer. Indian or Alaska Native	0	0	1 (2%)
Asian	0	1 (13%)	2 (5%)
Black or African American	0	0	4 (10%)
Nat. Hawaiian or Other Pac. Isl.	0	0	0
White Only	2 (100%)	5 (87%)	34 (83%)
Filled Positions	2 (100%)	6 (100%)	41 (97%)
Hispanic/Latino (Any race)	0	0	6 (15%)
Vacant Positions	0	1	1

Customer Profile (Jan - Dec 2017)

Type	Powderhorn	Grand Ave	Near North*
Residents	75%	30%	55%*
Visitors	25%	70%	45%*
Business-to-Business Clients	30	50	160*

* Anticipated in 2019

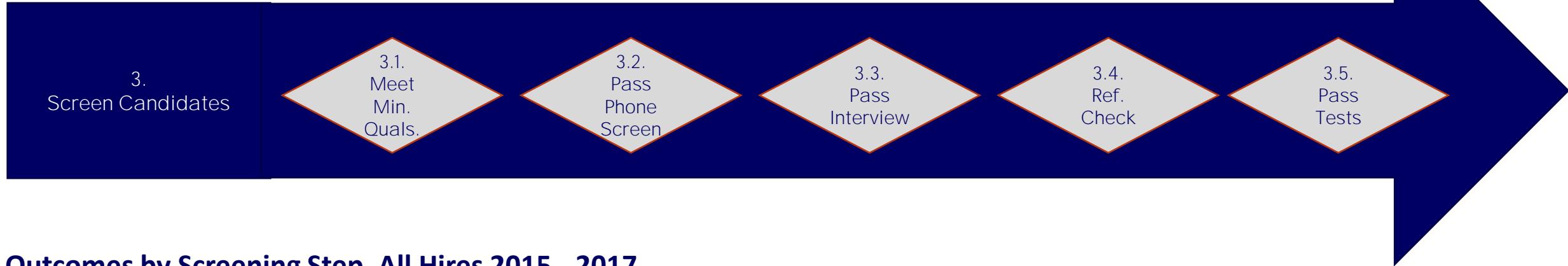
Hiring Process, 2015-2017



Outcomes by Hiring Step, All Hires 2015 - 2017

Census Race/Ethnicity	1. Postings	2. Applications Received	3. Candidates Screened	4. Offers Made	5. Offers Accepted	6. Hires Placed	7. Probation Completed	Current Staff Count	8. Hires Retained		
									< 1 yr	1-2 yrs	2-3 yrs
Total	Constant	1,250	156	100	95	90	80	49	26	14	9
American Indian or Alaska Native		25 (2%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (2%)	1	0	0
Asian		125 (10%)	10 (6%)	9 (9%)	10 (11%)	10 (11%)	8 (10%)	3 (6%)	1	2	0
Black or African American		600 (48%)	45 (29%)	22 (22%)	19 (20%)	17 (19%)	15 (19%)	4 (8%)	3	1	0
White		500 (40%)	100 (64%)	68 (68%)	65 (68%)	62 (69%)	56 (70%)	41 (84%)	21	11	9
Hispanic/Latino (Any race)		190 (15%)	17 (11%)	15 (15%)	14 (15%)	14 (15%)	13 (16%)	6 (12%)	0	2	4

Screening Steps, 2015 - 2017



Outcomes by Screening Step, All Hires 2015 - 2017

Census Race/Ethnicity	Applicants	3.1. Meet Minimum Qualifications	3.2. Pass Phone Screening	3.3. Pass Interview	3.4. Reference Check	3.5. Pass Tests
Total =	1,250	911	375	216	184	156
American Indian or Alaska Native	25 (2%)	20 (2%)	13 (3%)	2 (1%)	2 (1%)	1 (1%)
Asian	125 (10%)	77 (8%)	52 (14%)	25 (11%)	22 (12%)	10 (6%)
Black or African American	600 (48%)	414 (46%)	150 (40%)	60 (28%)	55 (30%)	45 (29%)
White	500 (40%)	400 (44%)	160 (43%)	110 (51%)	105 (57%)	100 (64%)
Hispanic/Latino (Any race)	190 (15%)	155 (17%)	58 (15%)	57 (29%)	28 (15%)	17 (11%)