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Focus Topic

Social Enterprises: Advancing Mission...Gaining Revenue

For traditional non-profits, social enterprise can be a powerful complement to other activities when it advances the social mission and the financial sustainability of the organization. Social Enterprise Alliance

Community Action and Social Enterprise

Social Enterprises is a Community Economic Development Toolkit produced by the California Community Economic Development Association in partnership with the Community Action Partnership. The toolkit includes a step-by-step guide on how to get started, planning and financing your venture, and examples of social enterprises in action. Tips and Resources are featured as the final two sections of the toolkit.


Don’t miss this month’s article on MVAC Expands Its Social Enterprise Work! Please let us know if your agency or others that you know about are involved with any social enterprise projects.

Social Enterprise Alliance

The Social Enterprise Alliance is the national membership organization for social enterprise in the U.S., serving as the voice and key catalyst for the social enterprise movement. SEA’s Knowledge Center is a valuable source of material to help members learn about social enterprise and to plan, build & run a social enterprise. The SEA community currently includes 16 chapters covering 40 states. SEA’s annual summit provides a chance to examine the practices of social enterprise, delve into the creation of impact, and network with hundreds of professionals and experts.

Additional Social Enterprise Resources

Quite a few Social Enterprise Articles and Social Enterprise Tools are available for download through Community-Wealth.org. One of the tools is a Profit Making for Nonprofits and Social Enterprise Tool Kit. This publication is by Jim Masters, who has been actively involved with the Community Action Network for many years. Community Wealth is also a source of Social Enterprise Models and Best Practices as well as Support Organizations.

A number of publications on the topic of “social enterprise” can be accessed through Seedco such as A Toolkit for Development a Social Business Plan that includes helpful worksheets, templates and example in Part IV of the toolkit. And REDF’s Business of Social Enterprise blog series showcases three organizations successfully involved with social enterprise.

Social Enterprise 101

Source: Common Good Solutions
Successful CAA Funding Initiatives

Housing Rehab Funds Making Homes WAP-Ready

**Cattaraugus Community Action receives $750K grant**

Salamanca Press - Salamanca, NY – **Cattaraugus Community Action** received a $750,000 grant from the New York State Division of Housing and Community Renewal to expand their weatherization and energy conservation program. “This AHC (Affordable Housing Corporation) grant was written to try to reduce or really eliminate any weatherization deferrals we run into, primarily due to leaking roofs and structural deficiencies,” said Ken Tomczak, Chief Operating Officer of Energy & Housing at CCA...

- **Governor Cuomo Announces $5.8 Million to Rehabilitate and Repair 338 Owner-Occupied Homes Across New York** (press release)
- **Affordable Home Ownership Development Program**, NYS Affordable Housing Corporation Grants are made to government and non-government sponsors that develop affordable housing or assist homeowners in funding necessary repairs.

Child Care: An Ingredient for Economic Development

**DEED Awards $500,000 in Child Care Grants**

Mankato Times - Mankato, MN – Grants totaling $500,000 were awarded to eight groups that will work to increase the number of child care providers in their Greater Minnesota communities. The funding was awarded under the Greater Minnesota Childcare Grants Program, which was created by the Minnesota Legislature last year to increase child care services in order to support regional economic development...

**Tri-Valley Opportunity Council** approved for $51,500 and **Lakes and Pines Community Action Council** approved for $110,000...

- **Grants aim to help improve child care in rural Minn.**, Fergus Falls Daily Journal
- **A quiet crisis: Minnesota’s child care shortage**, Center for Rural Policy and Development
- **Rural Reality: Child care shortage** (2-page fact sheet)

State Farm Invests in Financial Stability and Community Engagement Programs

**Community Action receives State Farm grant**

The Pantagraph - Bloomington, IL – **Mid Central Community Action** has received a grant from State Farm Bank to support Community Action's financial stability and community engagement efforts... The grant amount was $170,000, said Matt Drat, MCCA director of resource development and community engagement.

- **Next Step Program**, MCCA
- **Community Building and Engagement**, MCCA – Also see **Community Innovation Fair Builds Resident Involvement in Community Change** (VirtualCAP RoundUP, Feb. 2017)

Maintaining Manufactured Housing as Affordable Housing

**Meyer Memorial Trust supporting low income folks!**

Community Action Partnership of Oregon – Efforts by the **United Community Action Network** to remove barriers for those living in poverty just got a great boost from the Meyer Memorial Trust. UCAN has received a considerable grant award ~ $50,000 per year for the next two years ~ to increase the capacity of rural Josephine County to utilize manufactured homes as affordable housing stock...
Three-part series on manufactured housing issues – The News-Review, Roseburg, OR (Nov. 2016)
  - Melting lands cracking manufactured homes
  - Mobile home park closures reduce housing supply
  - State encourages innovation in home ownership

Weatherizing Mobil Homes presents a 9-step process from Exploring Energy Efficiency and Alternatives (E3A) – Montana State University and University of Wyoming Extension

Weatherizing Mobile Homes (7-part series, WxTV)
NCAF and ExxonMobil partnership

Grant to Reduce Water and Energy Costs
ATCAA Receives $720,000 Water-Energy Grant
MyMotherLode.com - Sonora, CA – The Amador-Tuolumne Community Action Agency (ATCAA) has received a $720,700 grant to install high efficiency dishwashers, washing machines, low flow faucets and shower heads. The program will be free to those that meet income requirements and it will help an estimated 378 homes across three counties...

Joe Bors, ATCAA’s Energy and Water Conservation Programs Director, says, “It effectively reduces the amount of water used by each family and also reduces energy costs, which is a primary goal of this program...

Helpful Resource on Water Conservation – Water is Wealth: It’s time to save!, Water Conservation Project, Clallam County (WA) – Web site includes Water Conservation Programs & Resources such as Home Water Conservation, Indoor Water Audit and much more!

Connecticut CAA Co-Leads Working Cities Challenge Effort
Danbury Awarded Working Cities Challenge Grant
Community Action Agency of Western Connecticut – Grant from the Boston Federal Reserve to Focus on Economic Development: Improving the lives of low-income Danbury residents is the purpose of new funding awarded to the city by the Boston Federal Reserve. Called the Working Cities Challenge Grant, it was awarded to a collaborative team led by the United Way of Western Connecticut (UWWC) and Community Action Agency of Western Connecticut (CAAWC). The Working Cities Challenge design grant of $15,000 will help the collaborative create a plan that will make the city eligible for a much larger grant of up to $500,000...

While the details of the plan will be determined during this design phase, the focus will be on job training in the areas of childcare, healthcare, and manufacturing. These are three sectors identified by the collaborative team as having the greatest need for qualified workers...
• Connecticut Working Cities Challenge, Boston Fed
• From RoundUP archives: Massachusetts CAAs involved with the Boston Fed's Working Cities Challenge Community Action to Lead Cross-Sector Place-Based Collaboration (Community Action, Inc.) and WCAC Serving as Backbone Organization for Workforce Development (Worcester CAC)

Innovative CAA Programs

MVAC Expands Its Social Enterprise Work

Food Hub Expands CSA Program (inc. video)
KEYC News 12 - Mankato, MN – Coming this Spring, two local companies will begin utilizing Community Supported Agriculture thanks to the Minnesota Valley Action Council. The 2017 CSA season is almost here and the Minnesota Valley Action Council Food Hub is working to widen the markets for local farmers and help area families by eliminating the middle man...

MVAC Social Enterprise Projects

• Thrift Stores (revenue generating project)
• Wheel Get There includes a Car Lease Initiative (break-even project)
• Food Hub – Note: In year three, the program is still reliant on agency and grant funds for operations. It probably goes without saying, but it’s critically important to assess the level of resources available to support a food hub and to have a strong business plan in place from the start.
  o 2017 Flyer – Facebook page
  o Additional information and resources related to food hubs

• Social enterprise awards received by MVAC
  o 2015 Bush Foundation Prize (video) – Mankato Free Press news story
  o 2013 Minnesota Cup Social Entrepreneurial Award, Twin Cities Business

Affordable Financing Delivers Promise of Community Action

New paradigm for a new millennium (featured in NeighborWorks Works)
NeighborWorks® America – Challenge: Habitat for Humanity of Waldo County, Maine, wanted to help a low-income couple obtain safe, stable housing, but local banks couldn’t offer an affordable option...Penquis

Penquis is one of nearly 1,100 community action agencies across the United States. We see the promise of community action this way: Community action changes people's lives, embodies the spirit of hope, improves communities and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

In that spirit, Penquis formed MainStream Finance to serve as a community development financial institution. We offer educational and financial services to support homebuyers as well as residents who desire to start or grow a small business...Habitat for Humanity...wanted [us] to help a low-income couple
build their first home. It had approached the local bank, but that institution didn’t have a loan product that was appropriate and affordable, and instead recommended us. We were intrigued Habitat approached us with a proposal: a financing mechanism called a zero equivalent mortgage, or ZEM.

www.mainestreamfinance.org

Law Enforcement Career Path Academy: Strategy to Achieve Diversity
New St. Paul police program aims to mentor recruits
Star Tribune - Minneapolis, MN – On Wednesday, St. Paul police unveiled its first ever Law Enforcement Career Path Academy, a program aimed at mentoring recruits from diverse backgrounds who face financial, educational and employment hurdles... Community Action Partnership of Ramsey and Washington Counties...will also assist recruits with access to educational programs, transportation and employment...

The program was created because traditional recruitment efforts, such as job fairs, weren’t reaching underrepresented communities. Of the department’s sworn staff of 619, about 25 percent are officers of color. Meanwhile, about 40 percent of St. Paul residents are people of color...

• New effort to diversify St. Paul Police Dept, (inc. video), KARE11
• Law Enforcement Career Path Academy, St. Paul Police Department
• Jump Into a Bright Future! – CAPRW Facebook

ACT Test Prep: Paving the Way to Success
Free ACT Wings Preparation Classes For High School Students Offered By SDC
Milwaukee Courier - Milwaukee, WI – Taking the ACT is something many high school students find daunting. Preparing for the exam is often a costly expense students and their families cannot afford. ACT results are heavily weighed by higher education institutions during the admission process. The Social Development Commission’s (SDC) Youth Services division will provide FREE ACT preparation and supplies to high school students, grades 9-2...

• Free ACT Preparation and Overview of ACT Prep Classes, SDC
• Free ACT Prep Study Guide, ACT.org

Teaming Up with Ask an Attorney Program
Ask an attorney in Lincoln Park
Duluth Budgeteer - Duluth, MN – Community Action Duluth is partnering with the Volunteer Attorney Program to bring free legal advice to the community once a month in CAD’s Lincoln Park center. “We already have an ‘Ask an Attorney’ clinic at the St. Louis County courthouse here in Duluth. But just going to the courthouse can be a bit intimidating to folks,” said VAP pro bono coordinator Erica LeMay Backstrom. “So having the option to go somewhere they’re already comfortable is something we’d like to be able to offer to them.”
Ask an Attorney Program, Duluth Volunteer Attorney Program

**Community Action News**

**State Association Poverty Reports**

*2017 NY State Poverty Report and Infographic* (RPIC blog)

**New York State Community Action Association** – Designed to be a comprehensive resource for New York’s Community Action Agencies, community-based organizations, policy makers, advocates, community coalitions and the general public. Statewide and county profiles are featured.

*2016 State of Poverty: A Portrait of Ohio Families* (RPIC blog)

**Ohio Association of Community Action Agencies** – Covers four major topics with corresponding data tables. Press conference remarks included recommended steps that need to be taken in Ohio to reduce poverty and create an economy that works for all.

![Image from NYSCAA Report](image1)

![Image from OACAA Report](image2)

**NC Helping Home Fund Receives National Healthy10 Award**

From the U.S. Chamber of Commerce Foundation

**Duke Energy and the North Carolina Community Action Association’s “Duke Energy Helping Home Fund” initiative** – Improves the health, safety, and energy efficiency of low-income households to prevent chronic diseases that severely impact a person’s health and quality of life.

- And the Winner is...NCCAA One of Ten Cross-Sector Partnerships Recognized for Community Health Initiatives, NCCAA newsletter (February 2017)
- **Duke Helping Home Fund**, NCCAA

**Editorial Highlights Nebraska Community Assessment Report**

**Editorial: Tackling the issues behind poverty**

Journal Star - Lincoln, NE – “*There was no difference between men, in intelligence or race, so profound as the difference between the sick and the well.*” Nick Carraway in F. Scott Fitzgerald’s *The Great Gatsby*
That quote from the classic American novel underscores key findings from a report released last week by Community Action of Nebraska...The survey asked the eye-catching question of what respondents perceived as the cause of poverty, and 60 percent cited low motivation. Hansen said it was important to understand the perception so we can “change the narrative” and “highlight barriers that Nebraskans face.” The 42-page report is a testament to the fact that low motivation isn’t the top cause of poverty in our state. There are systemic and societal issues we have to address, locally as well as on the state and national level. This study more than hints at some of those key issues.

**Transitional Housing for Veterans Program Earns National Award**

**Governor praises Quad Area**

The Daily Star - Hammond, LA – John Bel Edwards extolled the work of Quad Area Community Action Agency during a ceremony Thursday to celebrate Quad Vets Program's national award for helping homeless veterans. For the second time, Quad Vets has received U.S. Veterans Affairs' Best Practices Award for Transitional Housing for Veterans. The program has a 91 percent success rate for helping homeless veterans get back on their feet and become self-sufficient...

- [Homeless Veteran Programs](#), Quad Area CAA
- [Governor Edwards Touts Work of Quad Area CAA](#) (video), ActionNews17/Quad Area Facebook

**LUNAFEST Film Festival**

**OACAC to host LUNAFEST**

Ozarks Area Community Action Corporation – LUNAFEST is a traveling film festival of award-winning short films by, for and about women. This season, LUNAFEST will travel to over 175 cities, including Springfield! Enjoy hors d’oeuvres, an art silent auction, time with friends, the beautiful art of the museum, and nine short films filled with stories of reflection, hope, and humor. This event supports OACAC Family Planning and the Breast Cancer Fund.

**$40,000 Raised for Sonoma County Women’s Shelter**, LUNAFEST Success Story, Community Action Partnership of Sonoma County

**CAA Leader Honored on International Women’s Day**

**Beebe celebrates Women’s Day with Girls Night Out**

Cape Gazette – Lewes, DE – A strong woman who carries herself with grace and dignity, Bernice Edwards, director of First State Community Action Agency, was honored for her community involvement and leadership.

- [Responses by Bernice Edwards](#) to questions on Inspiration Form shown on panel displayed at the event
- [Bernice Edwards selected as one of BeeBe Healthcare honorees](#) (inc. photos), First State CAA Facebook
- [International Women’s Day – Will you #BeBoldForChange?](#)
Prevention of Child Abuse and Neglect

KVCAP to lead initiative to prevent child abuse, neglect in Kennebec County

Kennebec Journal & Morning Sentinel - Kennebec, ME – The Kennebec Valley Community Action Program was awarded funding from the Maine Children’s Trust to implement a three-year pilot project charged with preventing child abuse and neglect. A local community group will be established and will include key community stakeholders and people who work with children and families throughout the county...

- Family Enrichment Council Facebook page, KVCAP
- FEC Parenting Classes and FEC School Based Programs
- April is National Child Abuse Prevention Month, ACF/DHHS
- 2017 KVCAP Child Abuse Month Prevention Activities

CARE Program (Child Abuse Resource Education)

VirtualCAP.org – The Community Action Partnership of Mid-Nebraska offers the CARE Program, which involves parenting workshops, interactive classroom presentations and public education aimed at preventing child abuse and neglect.

Did You See?

More highlights from the Community Action Network and others concerned with poverty in the U.S.

Learning Communities Resource Center Corner

LCRC, Community Action Partnership

Take advantage of these great resources shown below from the Partnership’s LCRC to further the work of your agency!

- LCRC Blog
- Webinar recording: Learning with the Learning Community: Rural IMPACT
- Upcoming webinars
  - myRA: An Easy Way for People to Start Saving, April 5
  - Learning with the Learning Community: Bundling Services, April 6
  - Learning with the Learning Community: Financial Empowerment, May 24
  - Learning with the Learning Community: Trauma Informed Approaches, May 25
- Resources
  - Scaling Up, Scaling Out: Lessons from Goodwill of Central and Southern Indiana and Nurse-Family Partnership
  - What Works: Strategies to Improve Rural Health
  - Social and Decision Analytics Laboratory: Bringing the “All” Data Revolution to Communities
  - Mobilizing for Action through Partnerships and Planning
  - Portfolio of Research in Welfare and Family Self-Sufficiency 2016
  - Opioid Use, Misuse, and Overdose in Women
  - Community Leadership for 2Gen Approaches

Maryland Governor Signs Executive Order to Study Two-Gen Approach

This effort was advanced by two CAAs (Garrett County Community Action Committee and Allegany County Human Resources Development Commission) as part of their work with the White House Rural Impact effort focusing on a multi-generational approach – more info.
Md. commission tasked with addressing multigenerational poverty
Fox45 News - Baltimore, MD – The commission will be tasked with studying the Two-Generation, or “Two-Gen” approach and determining how programs and services can be positioned to create opportunities for parents and children in areas including education, economic stability and family engagement... Under the executive order, the state will be able to launch up to four pilot programs in areas with the highest percentages of multigenerational poverty...

Two Generation Family Economic Security Commission and Pilot Program
State of Maryland Executive Order 01.01.2017.03
Governor’s Office Press Release

Meeting for Results
Meeting for Results was created to help leaders achieve more in the meetings they hold. Whether it is a board meeting, a staff meeting, or a community meeting, leaders need effective meetings to share ideas, build decisions and align actions. Our approach is different from other approaches to “better meetings” in that we help leaders apply the most effective structures for particular meetings...

- Leading Difficult Discussions – One of four short videos from Meeting for Results
- Six Tools for More Effective Meetings and Meeting for Results blog
- Leading Great Meetings: How to Structure Yours for Success by Rick Lent

Organizational Sustainability and Leadership Transition
Nonprofit Leadership Transitions and Organizational Sustainability: An Updated Approach that Changes the Landscape (webinar recording and slides)
Nonprofit Quarterly – Yes, executive transitions are powerful lever points. And they are even more powerful when not viewed in isolation. There are other ways we could think about leadership succession, ways that could limit occasions of harm, help diversify top leadership, smooth out bumps, and steadily increase an organization’s leadership quotient internally and among its peers on a more consistent basis...

- The Evolution of Executive Transition and Allied Practices, Tom Adams. Raffa, P.C.
- Revisiting Executive Transition, CompassPoint

Additional Resources

- Leadership Developmentand Succession Planning, Virtual CAP blog posting includes the Community Action Partnership Sustainability Toolkit
- Succession Planning and Emerging Leadership, Virtual CAP Resource Information
- Nonprofit Hiring Toolkit, VirtualCAP.org – This resource from The Bridgespan Group explores important steps to the hiring process that, when done well and thoroughly, will help you find and hire the best talent for your open positions.
Promoting Health Equity
Communities in Action: Pathways to Health Equity (free download)
National Academies of Sciences, Engineering, and Medicine (January 2017) –
Health equity is the state in which everyone has the opportunity to attain full
health potential and no one is disadvantaged from achieving this potential because
of social position or any other socially defined circumstance. Currently in the
United States, the burdens of disease and poor health and the benefits of well-
being and good health are inequitably distributed with negative consequences for
the nation’s wellbeing, prosperity, and economic competitiveness.

Although some aspects of a person’s health status depend on individual behaviors and choice, health is also
shaped by community-wide factors, and research shows that problems like poverty, unemployment, low
educational attainment, inadequate housing, lack of public transportation, exposure to violence, and
neighborhood deterioration (social or physical) shape health and contribute to health inequities.

Decisive action by communities can reduce health disparities and improve lives, STAT News

2016 Report on Hunger and Homelessness
The U.S. Conference of Mayors’ Report on Hunger and Homelessness was recently
released in conjunction with the National Alliance to End Homelessness. This year’s
report presents a snapshot of homelessness in U.S. cities as well as compare trends in
homelessness between cities and the nation as a whole. The report includes results
from a broad array of America’s major urban centers and underscores the fact that
despite the economic recovery, the majority of study cities in 2016 had rates of
homelessness higher than the national rate of homelessness. Survey results also show
a small increase in requests for emergency food assistance in the participating cities.
Innovative city-based programs, which offer help to those needing emergency
assistance, are highlighted.

- U.S. Conference of Mayors and NAEH Release Hunger and Homelessness Report, NLIHC
- Mayors Unveil Annual Snapshot of Homelessness and Hunger, Affordable Housing Finance
- Homelessness declining in nation’s cities, but hunger is on the rise, CNN Money

Brighten Your Day!
Twelve-Year Old Girl “Defying Gravity”
12-Year-Old Beau Dermott Stuns ’Britain’s Got Talent’ Judges With ’Defying Gravity’
Billboard – ...the 12-year-old, who at first seemed awfully shy, announced from the stage that she would be
performing “Defying Gravity” from the musical Wicked...not a song that can easily be pulled off. But even
Cowell joined the entire room in a standing ovation as she beautifully hit every note...

View video