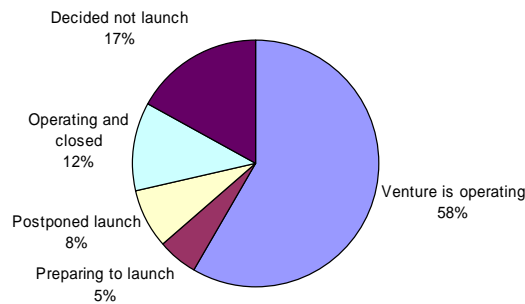


### TWO OUT OF THREE COLLABORATIVE PARTICIPANTS ARE OPERATING OR PREPARING TO OPERATE THEIR BUSINESS VENTURES

Sixty-three percent of all past Collaborative graduates are operating or planning to operate their earned income venture<sup>1</sup>.



### COLLABORATIVE TEACHES IMPORTANT LESSONS

Collaborative graduates report many ways in which lessons learned from the program have helped their nonprofits increase effectiveness. In each of the following areas, more than 70 percent of survey respondents reported that their nonprofit staff is more effective as a result of Collaborative participation:

- Evaluating business performance
- Setting goals
- Offering value to customers
- Analyzing competition
- Operating an earned income venture
- Making decisions
- Marketing to customers

### EARNED-INCOME VENTURES ADVANCE ORGANIZATIONS AND THEIR MISSION

Collaborative graduates report many ways in which operating their ventures has advanced their nonprofit organization and its mission. 70 percent of survey respondents report operating their ventures has allowed the organization to:

- Improve their operational capabilities
- Increase awareness of their organization and its mission
- Serve more and/or different constituents

### FUNDERS' RETURN REACHES TWO TIMES INVESTMENT

The funders' investment (\$3,729,400) across all completed Collaboratives has been multiplied at least two times when taking into account revenues reported by survey respondents for the most recent fiscal year (\$7,054,490) and capital secured for the launch or growth of these ventures (\$1,416,950).

### VENTURE STATISTICS

#### 2008 COLLABORATIVE SURVEY

At the time of the Collaborative survey in summer 2008, **77** nonprofits had completed the Collaborative and received the survey. **44%** (34 nonprofits) responded.

#### VENTURES IN OPERATION

Approximately **63%** of Collaborative graduates are operating or preparing to launch their ventures.

#### SECOND VENTURES

**9** respondents have applied the business planning process to a second earned income venture.

#### VENTURE REVENUES

Of the 17 respondents operating ventures, 94% (16 ventures) have been in operation for a full fiscal year. These 16 ventures generated **\$7,054,490 in combined revenues** in the most recent fiscal year. One venture has been operating for less than one year, and generated \$40,000 in revenue.

#### VENTURE PROFITABILITY

**38%** of those reporting profit/(loss) information reported profits. These 6 ventures generated **\$984,170 in profits** in the most recent year. The average annual profit of these organizations was **\$164,028**.

#### VENTURE CAPITALIZATION

16 respondents reported needing to raise a total of **\$3,035,650** in capital to launch or grow their venture. **\$1,416,950** total capital has been raised from external and/or internal sources.

<sup>1</sup> The data on "ventures in operation" consists of all 77 Collaborative graduates. Other data points reported consist only of those who responded to the 2008 survey.

### **CUYAHOGA VALLEY NATIONAL PARK ASSOCIATION [CVNPA]: SUCCESSFUL SPACE RENTAL ENTERPRISE LEADS TO SECOND SUCCESSFUL VENTURE** *(CLEVELAND COLLABORATIVE 2005-2006 – NEW VENTURE)*

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Between the 2006 launch of their space rental social enterprise, Extraordinary Spaces, and late summer 2008, Cuyahoga Valley National Park Association hosted 49 weddings within its facilities. These weddings have generated over \$79,000 in total revenue for the organization. CVNPA experienced 23% revenue growth this past year, which puts them well-ahead of their budgeted loss projections and on an accelerated pace to meet their break-even point, which should occur in March 2009. Through Extraordinary Spaces, CVNPA is increasing its financial sustainability, transforming organizational thinking, and furthering its mission to “enhance public use and enjoyment of the park” in a powerful way. In fact, Extraordinary Spaces has been so successful that CVNPA recently launched a second earned-income venture, a park gift shop that generated over \$38,000 of revenue in its first six weeks.

Extraordinary Spaces offers full-service space rental for weddings, banquets, and corporate events at their 33,000 acre national park. The Ohio based park association has leveraged the park’s natural beauty and its historic appeal to offer a unique special occasion space that has translated to brisk demand. In addition to the significant financial return, Executive Director Deb Yandala reports that the venture has also given the organization an entrepreneurial spirit. Yandala explains, “it has become part of our culture to be more entrepreneurial ...the Collaborative process really honed our business skills.” As well as transforming the executive team, CVNPA’s Board of Directors has become far more confident in and engaged with the organization as a result of the Collaborative. Finally, by bringing more visitors to the park each year and enhancing its image, Extraordinary Spaces has greatly advanced CVNPA’s mission of increased park utilization. Yandala reports that the venture brings thousands of new people to the park and gives CVNPA the opportunity to provide a quality experience and service that “matches the quality of the setting.”

### **CONNECTICUT HOUSING INVESTMENT FUND [CHIF]: LOAN SERVICE SOCIAL ENTERPRISE YIELDS HIGH FINANCIAL AND ORGANIZATIONAL REWARDS** *(HARTFORD COLLABORATIVE 2005 – EXISTING VENTURE)*

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Following their Collaborative experience, Connecticut Housing Investment Fund expanded their loan servicing social enterprise that supports lending institutions. Their enterprise collects payments, works with borrowers to ensure timeliness, builds custom reports for lenders, and offers other high-quality loan services. Since the Collaborative, CHIF has seen extraordinary financial results along with significant organizational capacity building.

In 2008, CHIF’s loan servicing business generated \$948,000 in total revenue and \$226,000 in profit. CHIF experienced over 8% revenue growth this past year and plans to continue its sustained growth by bringing on new portfolios. While the venture has greatly contributed to CHIF’s annual operating budget, it has also contributed to the overall strength of the organization.



The organizational benefits of being a part of the Collaborative are widely apparent for CHIF. In the words of CEO Cynthia Russell, “The collaborative made us a stronger organization all the way around by enabling [us] to better identify, prioritize, and seize new opportunities.” Additionally, the discipline of creating a solid business plan was absolutely critical to CHIF at this juncture in their growth. Since embarking down the road of social enterprise, CHIF has become a more enterprising and financially sustainable organization.

**ACHIEVEMENT CENTERS FOR CHILDREN [ACC]: FOUNDATIONS AND EDUCATION LEADERS FLOCK TO OBTAIN ACHIEVE CONSULTING SERVICES**  
*(CLEVELAND COLLABORATIVE 2005-2006 – NEW VENTURE)*

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In 2006, the Achievement Centers for Children leveraged its deep expertise and knowledge of autism interventions and education to start Achieve Consulting, providing individual autism services and program development to schools and agencies. Since launching the social enterprise, ACC has achieved strong financial and mission success.



During their first three years of operation, Achieve Consulting has experienced nearly 100% revenue return on an annual basis, putting them at \$450,000 in total revenue this past year alone. More impressively, Achieve Consulting broke-even in its second year, one year ahead of schedule, and generated over \$60,000 in profit, twice their projected amount, for ACC last year! After the venture's first year, Achieve Consulting represented only 1.8% of ACC's total revenue. After three years, Achieve Consulting is expected to account for 6% of ACC's total annual revenue. Achieve Consulting has already been contacted by foundations and education leaders to expand into new counties across Ohio and is poised for high levels of growth.

From a mission perspective, Achieve Consulting has brought ACC into more school systems, reaching over 100 new teachers with formal technical assistance and training on autism. They have helped three school systems design and implement entirely new classrooms that are tailored to the unique needs of autistic students. Pat Nobili, the Executive Director of ACC, found that their social enterprise greatly expanded the reach of the organization's mission and their direct impact on students with autism.

In addition to these successes, Ms. Nobili stated, "Since the Community Wealth Collaborative, we think a little differently about almost everything ... we have been able to build and enhance a new entrepreneurial way of thinking." The impact of Achieve Consulting will be seen by the organization and the community well into the future.

**FAMILY SERVICE ASSOCIATION OF SAN ANTONIO [FSASA]: SOCIAL ENTERPRISE OFFERS CARE-GIVING STAFF NEW PROFESSIONAL OPPORTUNITIES; PROFITS ALLOW INCREASED MISSION IMPACT**  
*(SAN ANTONIO COLLABORATIVE 2005-2006 – NEW VENTURE)*

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The Family Service Association of San Antonio recently launched At Your Service Prestigious In-Home Care, a social enterprise that offers elite personal care and health services to independent seniors choosing to remain in their homes. At Your Service has allowed FSASA to reach seniors with higher disposable incomes, providing them with high-quality and dependable services. This strong client base and commitment to service has led to financial success, which

has funded the way for greater mission impact. In two years, FSASA expects to serve at least 50 more low-income seniors through the profit generated from At Your Service. As an added benefit, At Your Service has created more professional development opportunities for the FSASA care-giving staff, including more opportunities for training, skill development, and higher pay.

The At Your Service social enterprise experience has enabled FSASA to become a stronger organization. Nancy Hard, FSASA's executive director, explains that "working on a business plan and thinking critically through the Collaborative experience has helped us to rethink the entire organization... It has created a platform for us to have a heightened awareness of the critical issues surrounding growth strategy and marketing." According to Ms. Hard, launching the venture not only brought the leadership of the organization together in a powerful way, but also strengthened their relationship with the Board of Directors.

## **PINE STREET INN [PSI]: ABUNDANT TABLE HITS CRITICAL MILESTONE WITH OVER ONE MILLION MEALS SERVED.**

*(BOSTON COLLABORATIVE 2004-2005 – EXISTING VENTURE)*

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Abundant Table (AT) is a catering service that was started in 2000 by Pine Street Inn; a Boston based nonprofit seeking to end homelessness. Since 2000, Abundant Table has served over one million meals through its catering venture, utilizing job trainees from their Food Services Training Program. Abundant Table has both financially supported the training program, as well as provided additional job training opportunities to men and women in transition from homelessness.

Financially, Abundant Table has seen significant increases in revenue and net income over the past three years. The venture generated over \$900,000 in FY08, which represents an 18% increase over the prior year. Additionally, Abundant Table contributed \$253,000 in profit to Pine Street Inn in the past year alone. The profit generated through Abundant Table has helped Pine Street Inn to reduce its dependence on grants and is expected to provide long-term, sustainable, unrestricted revenue to the organization.

Through this social enterprise experience, Pine Street Inn developed a deep understanding of and commitment to performance metrics. In the words of Anne Wunderli, Pine Street Inn's Director of Program Support Services, "in the process of working in the Collaborative, we learned to bring the analysis of data into our venture. We now apply the same metrics we learned in the Collaborative to the rest of our organization." The Collaborative experience lead Pine Street Inn to begin to competitively price their products and honed the entire organization's ability to track and measure key performance targets in what Wunderli dubs a critical "benchmark year." On the whole, Pine Street Inn is benefiting financially and organizationally from its social enterprise experience while advancing its core mission goals.

