

## Ex-Offenders and Social Enterprise: A Winning Combination

by Melissa Bradley

The United States is facing a growing gap between the numbers of available jobs and individuals in the workforce. Over the next 30 years, 76 million baby boomers will retire, and only 46 million Generation X and Y workers will enter the labor force. In order to fill that gap, employers will need to be creative and innovative, and reach out to populations that have been traditionally underutilized and marginalized, such as senior citizens, welfare recipients and previously incarcerated persons.

Access to a pool of over 600,000 people per annum—the number of prisoners being released each year from state and federal prisons—can help close the gap. Upon their release, previously incarcerated persons face several challenges, including prejudice, discrimination and lack of support. They are banned from receiving food stamps and welfare, cannot attend colleges or universities because they are barred from receiving financial aid, and state housing authorities often turn them away from public housing. Many fight to be reunited with their children and families. However, what many need most is employment and opportunity.

Many employers are unwilling to hire previously incarcerated persons, often out of a fear that they will incur liability if they hire a person with a conviction

### INNOVATIVE SOLUTIONS

record who later commits a new crime—a practice known as negligent hiring. Thus (and a study conducted by Bruce Western at Princeton University confirms), felony status reduces employment opportunity by 40 percent.

However, previously incarcerated persons are highly motivated, and over 71 percent are non-violent offenders. There are many advantages to hiring these individuals, including financial incentives, support from intermediaries and access to a committed and engaged workforce.

### Incentives and Programs

In the social enterprise community, where many businesses operate with a triple-bottom-line, social mission can act as a significant motivator to provide equal access to employment for all workers. However, hiring previously incarcerated persons also serves as a business solution by providing employers with access to a large pool of employees and offering incentives to support those who hire these individuals.

The US Federal government sponsors several programs that assist employers in recruiting and retaining previously incarcerated persons. These include **Work Opportunity Tax Credits** (WOTC), which act as employer incentives, and

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# Letter to Readers:

Dear Reader,

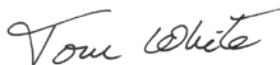
Nationally, over 640,000 individuals were released from prisons in 2005, a four-fold increase over the past two decades. Over 67% will be re-arrested and 50% will return to prison. The Delancey Street Foundation, one of the leading social enterprises in the U.S., is widely acclaimed for using social enterprise to turn around the lives of ex-offenders and drug abusers. To help spread the impact of this social enterprise model, the Milton S. Eisenhower Foundation has entered into an agreement with The Delancey Street Foundation to replicate this model in communities around the U.S.

The Eisenhower Foundation is the nonprofit continuation of the Kerner Riot Commission—set up after the big city riots of the 1960s—and the National Violence Commission, which was convened after the assassinations of the Reverend Martin Luther King, Jr. and Senator Robert Kennedy in 1968. The Georgia Justice Project, one of the Social Enterprise Alliance member organizations featured in this issue of SER, is located on the Martin Luther King, Jr. National Historic Site in Atlanta and GJP's New Horizon Project is another example of the role of social enterprise in developing reentry strategies for previously incarcerated persons.

"This is a difficult population to work with, and it baffles most people", says Doug Ammar, GJP Executive Director. "How does a formerly incarcerated person get his or her life back together? With love—the most transcendent power in the universe. It's what makes our agency a success!" Social entrepreneurs can draw on the experience of practitioners featured in this issue of SER: Doug Ammar, Delancey's Institute for Social Renewal, the InsideArt Cooperative and intermediary organizations like the Reentry Strategies Institute, as they lead the way in helping ex-offenders reenter society through supportive and corrective work environments.

I look forward to your comments and stories of other social enterprise successes and failures.

Best wishes,



Tom White

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# Stages of Nonprofit Evolution: the right type of leader at the right time

by Jerr Boschee

It has become a truism that marketing is everybody's responsibility, from the CEO to the half-time clerk.

But it is also undeniable that marketing starts at the top.

Many Boards of Directors, CEOs and Executive Directors are surprised to learn that the traditional job description for an organization's most senior executive includes nothing about operations.

A Chief Executive Officer has two primary responsibilities: Strategic planning and marketing. Operations is the bailiwick of the Chief Operating Officer (or the Deputy Executive Director).

Among other implications, this raises an interesting point about leadership that resonates with my audiences in the U.S. and elsewhere. So often, after one of my speeches, people will come up to me and say "That's why it's not working at my organization"—or "That's why it's not working for *me!*"

Nonprofits need different types of leaders at different stages in their evolution—and many times they discover (too late) that their entrepreneurial efforts have been doomed because they are being led by people with the wrong types of skills.

## Nonprofits do not understand the differences between innovators, entrepreneurs and professional managers.

The mistake occurs because they do not truly understand the differences between innovators, entrepreneurs and professional managers. Regardless of whether a nonprofit is attempting to maximize earned income internally or trying to launch a social sector business, it is important to do so. All three types of leaders are needed in the evolution of a healthy organization, but at different times, and rarely does an individual excel in more than one of the three areas. Recognizing that fact has been one of the

most important lessons learned by the pioneers in the field of social enterprise—and the discovery has been a deeply personal one that strikes to the heart of their self-perceptions and dictates their career decisions.

Innovators are the **dreamers**: They create the prototypes, work out the kinks—and then get bored, anxious to return to what they do best, which is inventing more prototypes. They are rarely concerned, ultimately, with the long-term financial viability of what they do.

Entrepreneurs are the **builders**: They turn prototypes into going concerns—then they get bored. For them, financial viability is the single most important aspect of what they do.

Professional managers are the **trustees**: They secure the future by installing and overseeing the systems, standards, infrastructure and human resource policies needed to make sure the going concern keeps going.

Unfortunately, often because resources are scarce, nonprofits try to shoehorn people into positions where they don't fit, and many of the problems they have when they begin adopting entrepreneurial strategies arise from having an innovator or a professional manager trying to do an entrepreneur's job. ■

*Jerr Boschee's column about entrepreneurial marketing is a regular monthly feature of the Social Enterprise Reporter*



Jerr Boschee has spent the past 25 years as an advisor to social entrepreneurs in the United States and abroad. To date he has delivered seminars or taught master classes in 41 states and 14 countries and has long been recognized as one of the founders of the social enterprise movement worldwide. Mr. Boschee is Executive Director of The Institute for Social Entrepreneurs → [www.socialent.org](http://www.socialent.org), which he created in 1999, and is the former President and CEO of The National Center for Social Entrepreneurs. His most recent book (February 2006) is *Migrating from Innovation to Entrepreneurship: How Nonprofits are Moving toward Sustainability and Self-Sufficiency*. Please direct your comments to ✉ [jerr@orbis.net](mailto:jerr@orbis.net).

## MEMBER SPOTLIGHT

### In Line with Justice:

### New Horizons for the Georgia Justice Project

by Tom White

**I**n the shadow of the **Martin Luther King, Jr. Center for Nonviolent Social Change** in Atlanta's historic Sweet Auburn district, the **Georgia Justice Project (GJP)** represents the indigent accused. The **GJP New Horizon Landscaping (NHL)** social enterprise serves as an integral part of GJP's holistic approach to helping people change and rebuild their lives in—and out—of prison. NHL employs GJP clients, who are eligible for pre-disposition and post-release employment at NHL, and up to 40 clients staff enterprise positions.

#### New Horizon Landscaping

NHL staff install and maintain over 100 lawns at private homes, condominium associations, food banks, churches and apartment complexes. The organization guarantees jobs for its clients, and picks them up the day they get out of prison. Clients start at \$7.00 per hour, and the average wage is \$9.00.

After six months, 50% of NHL staff are ready to transition to permanent jobs with other employers, but in order to retain a skills base, NHL retains 50% of its staff as permanent hires. For those on the job, NHL offers insurance, sick and personal days, and emphasizes a hands-on

**“In most law offices when you knock out an acquittal everybody cheers and walks tall; but for us, that’s half the victory. We’ve always had a two-fold mission: justice and rehabilitation. Having and keeping a job with New Horizon Landscaping is a huge part of fulfilling that mission.” — Doug Ammar, Executive Director**

approach to supporting staff by assisting them with developing job skills and helping them break from street life.

The South incarcerates a greater percentage of its population than do other regions of the United States. GJP's programs have helped to solve this crisis by decreasing recidivism to 19%, compared to 45% in the Atlanta area overall.

NHL Director, Joe Cooper, gets most of NHL's new business by word of mouth. Half of NHL's business comes from repeat customers, some of whom are also GJP corporate and individual donors. Cooper's many years of experience with an Atlanta-based professional landscaping firm have earned him a reputation for doing excellent work, and given him the ability to quickly determine how many plants and man/hours it will take to complete a given job, and assess how profitable a job will be.

NHL's sales goal for 2006 is \$600,000: nearly double 2005 sales. This increase will come primarily from installations at new commercial accounts, because, as Cooper says, “Just doing maintenance doesn't pay the bills!” Net profits from NHL will be split between GJP, debt service, staff compensation and developing NHL's infrastructure.

#### Lessons Learned from Social Enterprise

“This is a difficult population to work with, and it baffles most people”, says Ammar. “How does a formerly incarcerated person get his or her life back together? With love—the most transcendent power in the universe. It's what makes our agency a success, but we can't put that into a grant proposal!”

After a few years of slow sales, Ammar notes that, “The big change in our recent growth comes from learning a lesson the hard way. We've now drawn a line and said NHL is a business that's run like a business, and we got someone to run it who knows the landscaping business.”

“NHL definitely changed the nature of our work,” he asserts. “Soft skills will only get you so far: It's harder for our guys to keep a job, than to get a job. If we can employ someone, and make them employable, then we're

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## In Line With Justice

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doing something much broader: We're empowering people."

GJP initially chose to launch a landscaping social enterprise because Atlanta is a city with many fast growing lawns. The enterprise presented low barriers to entry, low investment requirements, and provided the benefit of open air.

"We didn't see the employment piece as radical at the time," says Ammar. "We just thought we were answering a need for our clients that no one else was able to fill. With NHL, we've found an affinity with the upper economic strata of Atlanta, who say 'You're not just about getting a handout, you're about building a concrete business.'"

**"NHL is an entry ramp back into society. As lawyers, if we can't help our clients back into society, then we're not doing as much as we can!"**

—Doug Ammar

## Reconnecting Lawyers to Their Community

"Groups like ours wouldn't exist but for Martin Luther King Jr. and the civil rights movement," says Ammar. "The movement empowered the average lawyer to believe that he or she could really make a difference. What makes us interesting is what we're doing to reinvigorate lawyers. A lot of people go to law school to make a difference, out of a sense of



New Horizon Landscaping Crew, credit: Jim Graham

compassion and wanting to fix social ills. Disgruntled people in the profession are looking for a way to connect to the community. There are enough people who are talking to us about how to do it, that we've got into the business of figuring out the transferable pieces."

"In most law offices when you knock out an acquittal everybody cheers and walks tall; but for us, that's half the victory. We've always had a two-fold mission: justice and rehabilitation. With New Horizon Landscaping (NHL), having and keeping a job is a huge part of that success," says Ammar. "One of our funders says that NHL is an entry ramp back into society. And as lawyers, if we can't help our clients back into society, then we're not doing as much as we can!" ■

*Editor's Note: GJP's work was recently recognized by the Annie E. Casey Foundation's Families Count National Honors program, which named GJP a 2006 Honoree.*

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Tom White is Editor and Publisher of the *Social Enterprise Reporter*.

## Resources

➔ [www.gjp.org](http://www.gjp.org)

## Fraser Valley Centre for Social Enterprise: Fostering Entrepreneurship in Western Canada

by Ron Schultz

*This interview was conducted at the 7th Gathering of the Social Enterprise Alliance with Stacey Corriveau, Director, and Sid Gould, Centre Advisory Board Director and founder of the Abbotsford Recycling Industries Social Enterprise, for At Work in the Community. Produced by Red Tiger & Associates for The Legacy XXI Institute in cooperation with the Social Enterprise Alliance and Ashoka: Innovators for the Public.*

### Q: What areas of British Columbia do you serve?

SC: We serve a very large and diverse, agriculture-based and urban community, comprised of the cities of Abbotsford, Chilliwack, Mission, and Hope. Each community is very individualized, which presents a special challenge to the Centre.

### Q: What kind of demand or acceptance is there for social entrepreneurship in Canada?

SC: When the Centre embarked on the feasibility stage of planning we had to act as if we were already open, because there was such an interest. We officially launched this past January, but we've already established a community of people who have a better than average understanding of and willingness to embrace social enterprise. That's a challenge as well, since we're having to push ourselves to create programming that meets their needs. We can't start at the knowledge baseline that we'd assumed.

### Q: What's the model you've developed and how is it sustainable?

SC: Sustainability is an issue, as with all social enterprises, and we've had the great fortune of being funded by **Western Economic Diversification Canada** for the first three years of our life. In the meantime we're going to build sustainability through earned revenue strategies of charging for our workshops and consulting. We offer a free library in paper and electronic forms so that we can reach beyond the Fraser Valley, a social enterprise

'Munch and Mutter' monthly workshop, and we've hosted a social economy forum for the community.

### Q: As an Ashoka nominee, what is your 'Big Idea'?

SG: The Ashoka nomination grew out of a project that we're currently in the feasibility stage with that's called **ARISE, Abbotsford Recycling Industries Social Enterprise**, which is the first of its kind anywhere in

the world. It's an attempt to take glass recycling from simply grinding the product up to re-melting it and creating new articles out of glass to save as much of the energy as possible that is inherent in glass. ARISE is fostered by the Centre, but it exists in its own right. It's a big idea because of who owns ARISE. We have put forward a Board, an ownership group that consists of two for-profit businesses, two registered charities, including our local United Way, and a Federally-registered not-for-profit corporation, and that has

never been done in Canada. The idea is blazing a trail, fostering the idea of a new business structure in Canada specifically because of the ARISE project. So we're leading the way, not only in glass recycling, but in business models and in business structures and we're doing it nationally.

### Q: What would it mean to the Centre if you got this Ashoka Fellowship?

SG: It means I could devote myself full-time to ARISE. There's a tremendous amount of work to be done before we see the day that the plant opens its door. There's a significant amount of lobbying for the new business structure and we're also involved in designing a plant from scratch, using new methods and techniques in an industrial process that hasn't existed since the early 1900's.

SC: Right now in our community there isn't a lot of knowledge about what being an Ashoka fellow means, so not only would we be benefiting from Sid's time, but we would also promote Ashoka itself through the Centre.



InsideArt Cooperative, Sid Gould and Stacey Corriveau front, middle.  
Photo Credit: Cindy Harris.

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# conference highlights

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## Fraser Valley Centre

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### **Q: Has there been a guiding light or mentor for the Centre?**

SC: I picked up a lot of experience from conferences, and studied cooperative enterprises in Northern Italy. We're just out there doing things because they have to be done and no one else has done them. This is what we live for—we're social enterprise nerds!

### **Q: Tell me about the inmate-owned cooperative enterprise.**

SC: I've been working with inmates for quite a few years. I see them as the most marginalized group that there could possibly be. There's this added notion of communities continuing to punish offenders even after the judge's decision. I've been working with them in the area of self-employment. I'm a small business counselor, and have been working with long-term offenders who've done upwards of 20 years in prison. They went into prison as young boys and are now men with no skills and no means to sustain them when they're released. Inmates are inherently entrepreneurial, it just hasn't been focused the right way. We started with artists who already had products to sell and who needed help bringing these up to design standards. We're dealing with a group that's completely out of touch with today's pricing and the way that markets work. Most have never seen the Internet and have an inflated understanding of e-commerce—having a web site is the be-all and end-all—so we have to bring them down to earth.

I found out about funding through the **Federal Cooperative Secretariat**, ironically through **Agriculture Canada**, that funds innovative coops. So we set out to start an art marketing coop, **Insideart Cooperative** in a Federal prison. It sells the work of its members through an e-commerce web site, [Insideart.ca](http://Insideart.ca), and through shows and sales reps, on the street. There are currently six members within Mountain Institution, a medium security men's institution in Agassiz BC. Joining the inmates are 'outmates', who are community-based co-op members and Sid Gould is one of them. He was the first outmate to join the co-op, after mentoring the fellows for about a year.

### **Q: What's it like to work within a community that's been so marginalized?**

SG: I was brought to prison by Stacey for the purpose of looking at the products the guys were making. Because I'm a glass artist I had an affinity with them. As a volunteer mentor, I became friends with co-op members. It grew to collaborative effort where I was helping them on designs. I'm now on the Board of Directors of the Co-op.

### **Q: Where do the profits go?**

SG: The profits from sales of the art go in part to the co-op and the balance goes to the artists. Inmates are not allowed to have money inside of a prison, aside from the funds generated through inmate pay which is limited to about \$5 a day. The profits are held on the street for the inmates or transferred to an account held for them by the prison for buying supplies outside of prison. The inmates have to pay for all of their

own expenses. Because I'm on the outside, revenue from sales of my products come directly to me.

### **Q: Can you describe how you're joining nonprofits and the business community?**

SC: For us, connecting the business and nonprofit communities is perfectly natural. The business community holds a huge repository of knowledge. We had a goal to get 50/50 business and nonprofit communities' participation at our September 2005 conference, but we're not there yet. It's clearly a much longer road.

SG: Look at any Rotary Club—they are business people who have joined together in a nonprofit to do good things in their community. So a lot of business people get the idea of collaboration right at the very beginning. The difficulty is finding the time to get them to do it.

### **Q: What are some of the challenges ahead for the Centre?**

SC: The big challenge with any social enterprise is sustainability. The challenge is transitioning from core government funding to acclimatizing clients who have been receiving free services to a fee-based model. There's no lack of demand for assistance. ■

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Ron Schultz is a Founding Director of the Center for Social Profit Leadership – part of the Legacy XXI Institute. He was the founding Executive Director of Volunteers of America, Los Angeles' Social Entrepreneur Incubator.

### **Resources:**

- ➔ [www.centreforsocialenterprise.com](http://www.centreforsocialenterprise.com)
- ➔ [www.insideart.ca](http://www.insideart.ca)
- ➔ [www.legacyxxi.com](http://www.legacyxxi.com)
- ➔ [www.Ashoka.org](http://www.Ashoka.org)
- ➔ [www.se-alliance.org](http://www.se-alliance.org)

## Ex-Offenders and Social

**Enterprise** (continued from page 1)

can reduce an organization's federal income tax liability by as much as \$2,400 per new worker. Many states also provide tax credits—through various programs—to organizations that hire individuals with barriers to employment.

### Bonding

Some employers require their workers to be bonded to protect against money or property loss due to employee dishonesty. However, many private bonding agencies will not insure job applicants with criminal histories or other questionable past behaviors, and often categorize these individuals as “at-risk” or “not bondable.”

The **Federal Bonding Program** exists to help alleviate employers' concerns about hiring qualified, but “at-risk,” job applicants, and guarantees employers the job honesty of these applicants. The program issues fidelity bonds, which are business insurance policies that protect employers in case of theft, forgery, larceny, or embezzlement of money or property by an employee who is covered by the bond. Bond coverage is usually \$5000 with no deductible for the employer, although coverage of up to \$25,000 may be allowed.

Bond insurance is free, and The Department of Labor issues bond packages, which are put into effect instantly on the first day of employment.

The use of bonding services as a job placement tool has achieved a 99% success rate, and a **Texas A&M** study found that people with criminal records who were released

from Texas State prisons and placed through the use of bonding and other services had a 40% lower rate of reincarceration. Bonds save over \$10 million per year in potential reincarceration costs, and participants who secure employment generate about \$1000 per person per year in state and local taxes.

**In San Francisco, Delancey Street helps previously incarcerated persons—many of whom were also addicts—run restaurants, coffee shops, and transportation services.**

### Intermediary Sources of Support

The government is not the only source of information and support for organizations that seek to hire previously incarcerated individuals. Intermediary agencies, which are community-based—and often not-for-profit—groups offer support services by providing information and technological support to employers to recruit and retain highly qualified previously incarcerated employees.

The benefits of this approach include matching qualified applicants to available positions, thus lowering employers' recruitment costs; pre-screening and pre-training employees to suits organizations' needs; and providing retention services to recruited employees.

**Reentry Strategies Institute** (RSI) is such an agency. It provides support to frontline service providers and employers in an effort to reduce

recidivism, increase the economic self-sufficiency of previously incarcerated persons, reduce the employment gap and increase public safety.

RSI runs an array of programs that assist previously incarcerated persons in securing employment and achieving economic self-sufficiency, while increasing the productivity and profitability of partner businesses. The organization also maintains an online case management system that enables supervisors, social services and employers to collaborate, thus helping to ensure proper coordination and reduce the number of individuals who are returned to their cells due to parole violations.

### Successes

The size of the enterprise does not matter: Many businesses within the service sector and light manufacturing have found great success in hiring previously incarcerated persons. What is most significant is the level of loyalty, hard work and appreciation that many organizations state that these employees show their employers and their businesses.

There are many examples of organizations that have achieved success with this approach. In San Francisco, **Delancey Street** helps previously incarcerated persons—many of whom were also addicts—run restaurants, coffee shops, transportation services, and the like. The Los Angeles-based **Petroleum Engineering Council** employs individuals in entry-level jobs, and the **Center for Employment Opportunities** recruits workers for day laborers and vocational jobs throughout New York City.

The Yonkers, New York-based **Greyston Bakery** has also had great success in hiring and retain-

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## Ex-Offenders and Social

**Enterprise** (continued from page 8)

ing previously incarcerated persons. Greyston is a multi-million dollar business that serves as the sole provider of brownies for **Ben & Jerry's** ice cream. Their open door hiring process has provided long-term employment for hundreds of these individuals. Many have been promoted within the bakery, or have gone on to larger companies that provide further growth opportunities and larger compensation.

Given the number of financial incentives available on both state and federal levels to offset any incremental costs that employers may incur by retaining previously incarcerated persons, there is no such thing as not being able to afford to hire these individuals. The Equal Employment Opportunity Commission also provides guidance to assist employers in assessing applicants' appropriateness.

By focusing on one employee at a time, social enterprises can become part of a revolution to provide equal access to employment for all Americans. ■

Melissa Bradley launched Reentry Strategies Institute (RSI) in April 2005 as the only national criminal justice intermediary explicitly focused on reentry. Through the provision of training, networking, and best practice, RSI is facilitating a national dialogue on reentry and generating human and financial support for formerly incarcerated persons and their local communities.

Melissa was selected as a Draper Richards Foundation Social Entrepreneurship Fellow in May 2005. In March 2004, the Open Society Institute selected Melissa as a Soros Justice Fellow. Melissa started New Capitalist™ in 1999, providing business development, strategy, and capitalization assistance to emerging and social entrepreneurs.

## DELANCEY STREET—Institute for Social Renewal

The Institute provides training and technical assistance in replication of the Delancey Street model, applied particularly to underclass populations such as ex-felons, homeless people, among others. There is specific focus on:

- Job development and economic self-sufficiency
- Self-governance
- Drug-free, crime-free community living
- Social responsibility
- Social entrepreneurship

Training and seminars are provided on-site at the Delancey Street headquarters in San Francisco. All training and technical assistance has been designed and is supervised by Delancey Street President, Dr. Mimi Silbert. Delivering the training at the Institute is a team of Delancey residents and graduates. Trainers are English, Spanish and French speaking.

Training ranges from one to two full days for the initial block of training. Contact Carol Kizziah at ✉ [CAKizziah@aol.com](mailto:CAKizziah@aol.com) or (415) 512-5170.

➔ [www.eisenhowerfoundation.org/delancy.php](http://www.eisenhowerfoundation.org/delancy.php)

## Resources

➔ [www.reentrystrategies.org/](http://www.reentrystrategies.org/)  
National Dialogue on Reentry &  
Criminal Justice  
August 29, Ford Foundation,  
New York City  
October 14, National Network  
of Grantmakers Pre-Conference  
Workshop; Loyola University  
Chicago, IL

➔ [www.reentrystrategies.org/  
dialogue/index.htm](http://www.reentrystrategies.org/dialogue/index.htm)

**Building Sustainable Communities: Agriculture as the Foundation for Social Change**  
August 18–20, 20 Ghent, NY

➔ [www.biodynamics.com](http://www.biodynamics.com)

**National Association Of Development Organizations Annual Training Conference**  
August 26–29, Reno NV

➔ [www.nado.org/conferences/annual.php](http://www.nado.org/conferences/annual.php)

**National Dialogue on Reentry & Criminal Justice**  
August 29, Ford Foundation, New York City  
October 14, National Network of Grantmakers Pre-Conference Workshop, Loyola University Chicago, IL

➔ [www.reentrystrategies.org/dialogue/index.htm](http://www.reentrystrategies.org/dialogue/index.htm)

**National Extension Tourism Conference**  
September 10–12, Burlington, VT

➔ [www.esf.edu/NET2006/](http://www.esf.edu/NET2006/)

**Neighborhood Funders Group Annual Conference**  
Building Community, Building Assets: Race, Place & Equity  
September 11–13, Durham NC

➔ [www.nfg.org/2006\\_conference/index.htm](http://www.nfg.org/2006_conference/index.htm)

**2006 Council of State Community Development Agencies' Annual Conference**

September 17–20, San Antonio, TX

➔ <http://coscda.org/>

**International Economic Development Council Annual Conference, September 17–20, NYC**

➔ [www.iedconline.org/AnnualConference/index.html](http://www.iedconline.org/AnnualConference/index.html)

**Social Marketing University**  
September 18–19, UCLA, Westwood CA

➔ [www.squidoo.com/smu](http://www.squidoo.com/smu)

**Risk Management and Finance Summit for Nonprofits**  
September 18–20, Pasadena, CA

➔ <http://nonprofitrisk.org/training/2006/summit/summit.htm>

**2006 Corporation for Enterprise Development Assets Learning Conference: Building Families, Communities & Economies, September 19–21: Phoenix, AZ**

➔ [www.assetsconference.org](http://www.assetsconference.org)

**National Association of Seed and Venture Funds (NASVF) Annual Conference: Fostering Innovation Capital**  
September 20–22, Rochester NY

➔ [www.Nasvf.org](http://www.Nasvf.org)

**Second Annual Sustainability Awards and Symposium**  
September 25–26, Minneapolis, MN

➔ [www.afs.nonprofitoffice.com/](http://www.afs.nonprofitoffice.com/)

**Social Enterprise and Community Economic Development: Recognizing and Managing Common Barriers to Business Success and Community Impact**  
September 27, Chapel Hill NC

➔ [www.law.duke.edu/ced/](http://www.law.duke.edu/ced/)

**Inaugural Conference of Center for Social Profit Leadership: Transforming the Helping Industry from Co-Dependency to Co-Creation, October 6, San Diego, CA**

➔ <http://socialprofitleadership.org>

**2006 Transitional Jobs Conference**  
October 12–13, Atlanta, GA

➔ [www.transitionaljobs.net/Events.htm](http://www.transitionaljobs.net/Events.htm)

**National Network of Grantmakers Annual Conference**  
Communities Unbound: Claiming the Power of a Just Society  
October 14–17, Loyola University, Chicago, IL

➔ [www.nng.org/2006\\_conference.html](http://www.nng.org/2006_conference.html)

**The Nonprofit Congress National Meeting**  
October 16–18, Washington, DC

➔ [www.nonprofitcongress.org/](http://www.nonprofitcongress.org/)

**PLACEMATTERS06**  
October 19–21, Denver CO

➔ [www.placematters.org](http://www.placematters.org)

**Opportunity Finance Network Conference**  
October 30–November 2, Washington, DC.

➔ [www.communitycapital.org/training/atc\\_index.html](http://www.communitycapital.org/training/atc_index.html)

**2006 Net Impact Conference**  
October 27–29, Chicago IL

➔ [www.netimpact.org](http://www.netimpact.org)

**Investor's Circle Fall Conference**  
November 5–7, Boston MA

➔ [www.investorscircle.net](http://www.investorscircle.net)

**Entrepreneurship Education FORUM**  
November 4–7, Phoenix AZ

➔ [www.entre-ed.org](http://www.entre-ed.org)

**Fourth Annual Co-op America Green Business Conference**  
November 7–10, San Francisco CA

➔ [www.coopamerica.org/cabn/conference](http://www.coopamerica.org/cabn/conference)

**Brownfields 2006**  
November 13–16, Boston MA

➔ [www.brownfields2006.org](http://www.brownfields2006.org)

**National Association of Workforce Development Professionals and National Youth Employment Coalition Youth Development Symposium**  
December 4–7, Chicago IL

➔ [www.nawdp.org/youthsymposium.htm](http://www.nawdp.org/youthsymposium.htm)

**Canadian Conference on Social Enterprise**  
January 28–31, 2007, Vancouver BC

➔ [www.enterprisingnonprofits.ca/conference](http://www.enterprisingnonprofits.ca/conference)

**New Partners for Smart Growth Conference**  
February 8–10, 2007, Los Angeles CA

➔ [www.newpartners.org](http://www.newpartners.org)

**Enterprise Community Investment Forum and Network Conference. October 24–27, Los Angeles CA**

➔ [www.enterprisecommunity.com/newsevents/forum.html](http://www.enterprisecommunity.com/newsevents/forum.html)