

# ARC Broward

10250 NW 53rd St., Sunrise, FL 33351

## Workforce Directions



Volume 5, Issue 1

November 2008

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### CORE PURPOSE:

“Enriching the lives of people with disABILITIES”

### ARC CORE VALUES:

Passion

Respect

Integrity

Drive

Entrepreneurial Spirit

### ARC Business Enterprises

- Electronics Recycling Services
- Calypso Grill
- Employment Services
- Production Services
- Human Services Training Solutions

## Social Entrepreneurship: What is it? Why is it Important for ARC's Future?



Jerry Motter

By Jerry Motter, Director Workforce Development

It is no secret that we are living in challenging days. We are continuously bombarded with news of budget cuts, home values dropping 30-40%, stock market losing 40-50%, energy and food prices escalating as never before. Each of us has to make adjustments in our personal lives to deal with the reality of today's economic crisis. Fortunately, ARC Broward's leadership has had the foresight and initiative to strategically plan for the ever declining state and federal dollars that traditionally fund most of ARC's programs. To that end, several years ago ARC Broward adopted Core Values that included "Entrepreneurial Spirit".

Having surveyed national trends in funding for nonprofits, we became aware of a growing initiative called social entrepreneurship or social enterprises. Basically, the idea is for nonprofits to generate income by operating a mission-based social enterprise in addition to relying on government grants and contracts. These enterprises typically train and employ persons served to provide the needed labor. The Social Enterprise Alliance reports the following are reasons nonprofits have embraced social entrepreneurship:

- ◆ Creates a source of unrestricted dollars, or "working capital", that can underwrite innovation – a category of funding difficult to obtain through other means
- ◆ Helps to supplant the need for grant dollars even in enterprises that are not completely self-sufficient
  - ◆ Leverages private sector funds, maximizing the impact of philanthropic dollars,
  - ◆ Results in good social outcomes, people get jobs, learn new skills, etc.
  - ◆ Promotes innovation within the organization in support of its charitable mission
  - ◆ Develops business planning discipline which positively effects the entire organization including:
    - ~ A better understanding of the market forces at work in their communities including increased awareness of their competitive positioning
    - ~ A better understanding of the real cost of delivering programs
    - ~ Better coordination between the program planning and financial departments of the organization
    - ~ Enhancement of marketing and communications efforts

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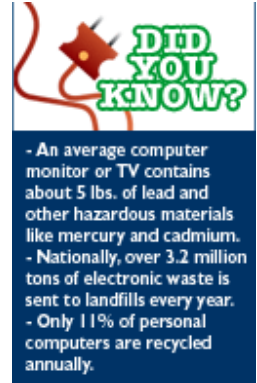
**Editorial Note:** This issue will focus on ARC's Electronic Recycling Services and Calypso Grill. Future issues will focus on Employment Services, Production and Human Services Training Solutions.

## Social Entrepreneurship: What is it? **Continued**

Noted social enterprise authors Jerr Boschee and Jim McClurg concisely summarize the movement of non-profits from dependency to self-sufficiency. The nonprofit sector has traditionally been driven by a “dependency” model, relying primarily on philanthropy, voluntarism and government subsidy, with earned income a distant fourth. But social entrepreneurs have turned that formula on its head: Philanthropy, voluntarism and government subsidy are welcome, but no longer central, because the dependency model has been replaced by two others.

In the nonprofit world, “sustainability” can be achieved through a *combination* of philanthropy, government subsidy and earned revenue. It’s a wonderful thing, sustainability, but for many nonprofits it’s only a way station. “Self-sufficiency,” on the other hand, can be achieved only by relying completely on earned income, and is the ultimate goal of the most ambitious social entrepreneurs.

The following articles will give you an overview of ARC Broward’s progress to date and vision for the future of our business enterprises.



## ARC Business Advisory Council

Several years ago, we created the ARC Business Advisory Council (BAC) with the purpose of providing guidance and ideas relating to ARC Broward’s entrepreneurial endeavors. Specifically, the goals of the BAC are to:

- ◆ increase community awareness of ARC Broward’s business enterprises
- ◆ provide guidance relating to ARC Broward’s business enterprises
- ◆ provide a forum for promoting an ‘entrepreneurial’ culture within the organization
- ◆ provide a forum for developing and evaluating viability of new ventures

We are very fortunate to have representatives of the Broward business community volunteer time each month to meet with our business enterprise managers. Most recently, the BAC has provided invaluable guidance and training in the area of sales and marketing, expertise that is not often found in nonprofits. As the result of this training, we now have weekly sales meetings where leads are shared between enterprises,



support is given for difficult prospects and plans developed for the following week’s sales activities. The BAC also helps reality test new enterprise concepts and or services, helping staff get an objective opinion as to potential ideas before we actually commit to action. The BAC meets on the second Thursday of each month and is always action packed, high energy and results oriented. Staff always leave the meetings with renewed energy and commitment to the mission. Thanks to the following business community members who work with our enterprise managers each month:

- ◆ Ron Jacobs, Consultant and ARC Board Member
- ◆ Pam Sands, District Manager for Kelly Services and ARC Board Member
- ◆ Vinny Restivo, Territory Manager for US Foodservice
- ◆ Scott Draizin, President of Heads Up Industries
- ◆ Bruce Edwards, Vice President of Dead Bug Edwards Termite Company

## The Calypso Grill

As we begin our new fiscal year, Calypso Grill will be making significant changes both in philosophy and its daily operations. For the last couple years we have viewed Calypso as a training program that serves good food. As we have learned from a consultation with Kitchens with Mission, (see following article) if we are to operate an effective food service training program, we must be operating a state of the art, high quality commercial kitchen operating at industry standards. Therefore, Calypso is in the process of making systemic changes that will start with a “deep cleaning” followed with weekly cleaning schedules, new food storage systems, revised food handling procedures to supplement the ServSafe system Calypso has been using, and developing new curriculum which will focus equally on technical skills needed in a commercial kitchen and daily life & workplace skills that ensure success on the job. Trainees learn and practice teamwork, communication, conflict resolution, stress and emotional management and other skills that are critical to a well-run, productive and busy food-service environment.



Chef Alan Picardi and Trainee Bradley

In order to provide a realistic, competitive environment for the trainees to learn, Calypso Grill is expanding its services to include more catering and contracted meal services. With recent successes in catering both on and off campus events, Calypso moves forward confidently in this area. Also, we will be exploring the provision of what is known as contracted meals (ready to eat meals) for specific community organizations that do not have commercial kitchens. These services in addition to our daily menu will provide a variety of learning opportunities for our trainees. Making these changes will require some adjustments for both staff and our customers. You will notice staff being busier, with little downtime because that is what is necessary to be profitable and what is expected in the fast paced restaurant business. As always, we want you to be a happy customer who comes back often. We realize you have choices, but truly appreciate your support.



## ARC To Partner with Kitchens w/ Mission

Recognizing we have set ambitious goals for our Calypso Grill, ARC's leadership is seeking consultation from nationally recognized leader as a social enterprise food service provider, Kitchens with Mission (KWM). KWM is a Seattle based nonprofit that promotes a training and employment model that meet the dual strategic goals of self-generated revenues and increased social outcomes. The KWM Model offers:

- ◆ A comprehensive training and employment curriculum for individuals facing barriers to employment
- ◆ A defined path for partner organizations to create self-generated revenue and higher levels of program self-sustainability, including food handling, preparation, service and storage procedures based upon industry standards.
- ◆ Opportunity for collaboration and corporate sponsorship, i.e., Starbucks to boost operational and programmatic bottom lines
- ◆ Technical assistance in growing catering and contracted meals clientele

Kitchens with Mission have partner programs all across the United States, including DC Central Kitchen in Washington DC, FareStart Restaurant, FareStart Catering and FareStart Cafés in Seattle, Life's Kitchen in Boise, ID, the Wellspring Kitchen in Portland, OR (Cascadia Behavioral Health), 1<sup>st</sup> Course in Keene, NH and the Kitchen of Opportunity in Minneapolis, MN (RS Eden). More recently, KWM has facilitated the development and launch of Partner Programs in Pittsburgh, Yakima, Oakland, Knoxville, and Baker, LA, with many new programs targeted for launch in 2008.



## 2008: Another Great Year for E-Recycling

ARC's Electronics Recycling Services is starting its eighth year, growing from just a couple part time staff to today's team of six full time staff, four part time week end staff and seven part time consumers. Every year has been a record setting year in terms of volume of material we recycled or refurbished and resold. In 2008, we will recycle well over 1,000,000 pounds of material. Through the third quarter of 2008, ARC:

- ◆ Served 9,527 Broward County Residents and
- ◆ Recycled 5,976 computers, 4,084 printers, and 3,089 televisions
- ◆ Served 76 government organizations recycling 1,034 computers and 307 televisions
- ◆ Served 227 small businesses recycling 1,057 computer monitors
- ◆ Recovered 30 tons of lead that otherwise would have gone into our landfills!



Ambitious goals have been set for 2009. We will be focusing on maximizing our contract with Broward County Waste and Recycling Services by working collaboratively with the county to promote free electronics recycling for Broward residents and small businesses. Additionally, ARC is aggressively marketing E Recycling to Broward County's large businesses, providing an environmentally safe and responsible solution for their outdated electronics.

## Why Your Donations Are So Important

Aside from all of the environmental reasons to recycle your electronics with ARC Broward, it is important to understand the social reasons. Not only are persons with disabilities learning new skills and earning real pay-checks, every dollar of earned income by Electronics Recycling goes to support ARC Broward's mission. With the never ending cuts in funding from traditional funding sources, it is more important than ever for ARC to continue growing its recycling business. We need your help, whether you are an ARC employee, ARC consumer, family member of a consumer, volunteer or just an overall supporter and friend of ARC. First, make sure you have brought all of your old computers, televisions, printers, cell phones and ink cartridges in yourself. Then, share this newsletter to make sure your friends and family members know about this great service and why they should recycle with ARC Broward. Also, let them know they can get a tax credit form so they can deduct the items as a charitable donation when they file their taxes.



**Recycle your Electronics!**  
MONDAY - FRIDAY  
8:30 a.m. - 4 p.m.

**ARC Broward**  
Electronics Recycling Services

We take: Computers, Monitors, Printers, Fax Machines, Cell Phones, UPS Batteries, Scanners, Televisions, Copiers, Ink Cartridges

Location: **ARC Broward**  
10250 N.W. 53 Street, Sunrise, FL 33351  
(Between Hialeah Rd. and Nob Hill Rd. about 2 blocks south of Commercial Blvd.)

Donation is tax deductible, receipt provided  
**Call us at 954-577-4160**  
www.arcbroward.com  
electronicsrecycling@arcbroward.com

Free service to Broward County residents. Businesses, please call for information.

## Beat the Recession Special

- FREE CRT Monitor, Keyboard and Mouse with computer purchase.
- Only ARC/BARC staff are eligible.
- Limit one computer per employee.
- Get your early Christmas gift for a friend or family member.
- Limited quantity.



Expiration date: 12/12/08

Only computers with the above specifications qualify.

**\$50.00  
OFF**

- Pentium 4
- Hard drive 40 GB - 80 GB
- Memory 256 - 512 MB
- Processor 1.2 GHZ - 2.0 GHZ
- \$50.00 off a \$150.00 purchase.
- Coupon has no cash value.