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Building a framework for nonprofit social enterprise in Colorado

Sometimes leadership means taking a chance on something new and innovative. That's what eight Colorado nonprofits, a team of consultants and a handful of funders are collaborating to do through the Colorado Nonprofit Social Enterprise Exchange.

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Cover photo: Girls Inc. is one of eight nonprofits developing more sustainable sources of funding through an innovative, new program, the Colorado Nonprofit Social Enterprise Exchange.



Our Mission

Rose Community Foundation works to enhance the quality of life of the Greater Denver community through its leadership, resources, traditions and values.

Our Vision

The Foundation uses leadership, grantmaking and donor engagement to invest in strategic and innovative solutions to enduring problems and emerging issues.

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A Message from our President and CEO

Leadership is an important part of our work here at Rose Community Foundation. For us, leadership doesn't mean taking control, or always being the first. We don't claim to be the smartest or to know all the answers. Rather, leadership to us means...

Collaborating with others to make a greater impact
Bringing people and groups together to focus on pressing community issues
Taking a risk on innovative solutions we believe in
Working together with donors to help them make a difference
Taking the long view on enduring problems

This issue of *Connections* is all about leadership. Inside you can read several stories about how leadership, in its many forms, is helping make the Greater Denver community a better place for all people.

The cover story addresses a hot topic in our community, social enterprise. Learn how the **Colorado Nonprofit Social Enterprise Exchange** is pioneering a new model to help Denver nonprofits pursue earned income strategies for sustainability. It's collaborative, innovative, involves leaders from around the community – and we're excited to be part of it.

You can also read about **Senior Source**, a long-standing signature project of ours that shows how greater impact can be made when foundations, government, businesses and nonprofit organizations come together for the benefit of older adults in our community.

The **Jewish Women's Fund of Colorado** is a great example of empowering others to be leaders. Read how a fund at Rose Community Foundation can be a powerful way for donors to make a difference in their community.

Finally, learn about the talented and passionate community experts who serve on the **Rose Community Foundation board of trustees and committees**. They provide invaluable leadership to the work we do. This year, we welcome several new leaders, and are extremely grateful for their deep knowledge, expertise and commitment to our Foundation and community.

As always, we welcome your questions, feedback, and of course your involvement in creating positive change in our community. If any of these exciting efforts intrigue you, contact us to learn how you can help make a difference.

Sheila Bugdanowitz
President and CEO
Rose Community Foundation

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Building a framework for nonprofit social enterprise in Colorado

"The Exchange" is a new program focused on helping Colorado nonprofit organizations build sustainable sources of funding and develop new jobs, specifically through the idea of social enterprise.

Nonprofits operating social enterprises refers to nonprofits earning income by operating a business that also furthers the organization's mission. A social enterprise can offer a nonprofit an additional, sustainable income stream as opposed to depending solely on charitable donations. "The need for nonprofit services is growing, but the pool of money has shrunk," explains Julie Voyles, The Exchange program director and principal with JVoyles Nonprofit Consulting. "Nonprofits are being forced to seek new, creative avenues to fund their programs."

While social enterprise isn't a new concept, it is a difficult field for nonprofits to get into. According to Voyles, "studies show that many more nonprofits would explore social enterprise as a sustainable source of revenue if they had access to training and technical assistance."

Voyles, together with Caryn Capriccioso and Rick Zwetsch of interSector Partners, L3C, created The Exchange to provide that support. The team is providing a variety of services, including an intensive eight-month social enterprise development program.

A group of eight nonprofits is the first to go through the program. Since September 2013, they have been participating in hands-on planning workshops that have resulted in eight viable social enterprise ventures. Upon completion of the program in April 2014, they will proceed with implementation under a year of guidance. The Exchange is also exploring different sources of capital to seed or start-up these ventures.

Girls Inc. of Metro Denver is one of the inaugural nonprofits. The organization offers educational programs for girls ages 6 to 18, and is developing a social enterprise that will not only expand programming, but also generate revenue.



Girls Inc.'s program participants played a big role in helping the organization develop the idea for a coffee cart social enterprise. The business will teach teen girls valuable hands-on lessons in entrepreneurship while also generating revenue for the organization.

"The most beneficial part of The Exchange is having a process to work through – taking something from an idea and building it into an implementable plan," explains Sonya Ulibarri, Girls Inc. president and CEO.

Ulibarri and her team focused on social enterprise ideas for teen girls. "Teen girls want opportunities for leadership and to earn money – many of the girls we serve need to work," says Ulibarri. Girls Inc. settled on a plan to run a coffee cart in a new library branch opening late 2014. The girls will earn money and learn entrepreneurship skills, the organization will generate revenue, and Ulibarri hopes to scale the social enterprise and offer it as a model to other Girls Inc. affiliates around the nation.

Rose Community Foundation is proud to be a partner, funder and fiscal sponsor in this new program. Helping nonprofits build capacity and sustainability has long been a focus of ours, and The Exchange is an innovative and collaborative model for supporting that goal. We're also excited about the opportunity it offers for others to get involved, from helping fund The Exchange, to sponsoring the next nonprofit group, to supporting the individual nonprofit ventures.

Learn more:
intersectorl3c.com/exchange.html
girlsincdenver.org

Nonprofit Social Enterprise Exchange

Inaugural Nonprofit Group

Care and Share Food Bank for Southern Colorado (careandshare.org)

Children's Health Advocacy Institute, Children's Hospital (childrenscolorado.org)

Colorado Youth for a Change (youthforachange.org)

Denver Children's Advocacy Center (denvercac.org)

The Gathering Place (tgpdenver.org)

Girls Inc. (girlsincdenver.org)

Plains Conservation Center (plainscenter.org)

Youth on Record (youthonrecord.org)

Founders/Project Directors

interSector Partners, L3C

JVoyles Nonprofit Consulting

Major Funding Partners

The Denver Foundation

Rose Community Foundation

Syntrinsic Investment Counsel

Third Generation of Hunt Alternatives Fund

Vectra Bank

Senior Source brings leadership and funding together to support older adults

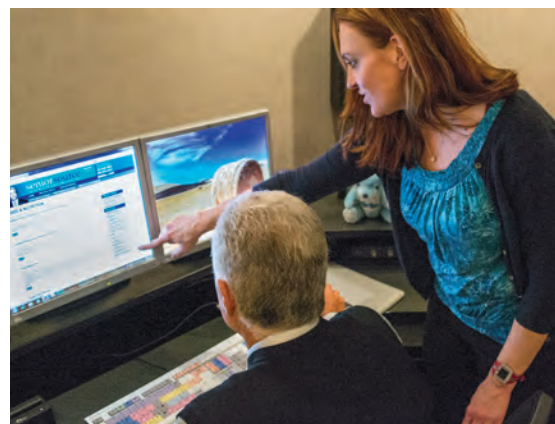
One of our core beliefs at Rose Community Foundation is that by combining leadership with grant dollars, we can make a greater difference. A long-standing collaborative project, Senior Source, is bringing together leadership and funding from foundations, government, business and nonprofits to make life better for older adults and their caregivers in Greater Denver.

The name, Senior Source, is likely familiar. For the past nine years, 9NEWS reporter Mark Koebrich has been the face of this successful educational campaign that helps older adults and their caregivers access information and resources on aging and caregiving. Studies both in our community and nationally continue to show that knowing where and how to find such information presents an ongoing challenge.

Senior Source uses a combination of methods to get information into the community. Each month a different topic is featured extensively on 9NEWS, and viewers can talk to experts by calling a local or toll-free number located at the Colorado Department of Human Services -

Aging and Adult Services. They can also request free copies of guides and handbooks produced by community experts, and find a wealth of information on a comprehensive website, **SeniorSourceColorado.com**. The information is carefully screened to ensure Senior Source remains a trusted resource.

The project is a collaboration of several organizations, all of which provide expertise on aging topics and funding support. The partners include Caring for Colorado Foundation, the Colorado Department of Human Services - Colorado Commission on Aging, the Colorado Health Foundation, Denver Regional Council of Governments - Area Agency on Aging, 9NEWS and Rose Community Foundation. The Colorado Department of Human Services manages the program and is the grantee.



An older adult learns how to locate resources on the SeniorSourceColorado.com website.

"The partners involved are all committed to improving access to information for seniors," says Todd Coffey, acting director, Aging and Adult Services, Colorado Department of Human Services. "They have a diverse and extensive reach into senior issues and their collaboration results in the provision of rich topics and resources to older Coloradans."

Senior Source is a highly valued resource that continues to serve more people every year. Annually, the website sees 70,000 visits and an estimated 5,000 calls and emails are received. Last year, more than 11,000 copies of free materials, including the *Getting There Guide* to transportation and the *Senior Law Handbook*, were distributed.

Rose Community Foundation has been a Senior Source partner since its launch in 2005. Since then, we have helped guide and develop the program, and provided more than \$2 million in funding support.

Learn more:
seniorsourcecolorado.com
denvergov.org/aging
rcfdenver.org/aging

"The partners involved are all committed to improving access to information for seniors"



9NEWS is an important partner in the Senior Source educational campaign that helps older adults and their caregivers access information and resources on aging and caregiving. The *Senior Law Handbook* is one of the free resources provided through the Senior Source campaign.

70,000 website visits each year

11,000 printed resources distributed

5,000 calls and emails each year

Jewish Women's Fund of Colorado: empowering women to create change

Welcome new funds

Donor-Advised Funds

AHF Charity Thirty
Fund

Fischborn Fund

Leaffer Family
Charitable Fund

Never Summer Gift
Fund

JHJ Posner Family Fund

Nonprofit Organization Endowment Funds

Girl Scouts of Colorado
Endowment Funds

Designated and Field of Interest Funds

Girl Scouts of Colorado
Board Designated
Fund

Girl Scouts of Colorado
Capital Designated
Fund

The Timothy and
Bernadette Marquez
Foundation Fund

Often leadership comes in the form of enabling and empowering others to make change in the community. At Rose Community Foundation, one of the ways we do that is through charitable funds. We currently manage more than 100 such funds which have been established by individuals, families and groups as a way to make a difference for causes they care about.

Many of the funds we oversee are involved in grantmaking, where fund owners direct donations to nonprofits and causes of interest. Other funds, however, are more programmatic in nature, such as the Jewish Women's Fund of Colorado (JWFC).

The JWFC, a fund co-founded in 2005 by Melodye Feldman, Lynda Goldstein and Nancy Reichman, operates programs designed to empower Jewish women in Greater Denver to create systemic change in their lives and community. In addition to the Fund's other work in the community, its signature program, Transforming Conversations, is a 10-session workshop that aims to provide women with knowledge, tools and strategies to make informed choices and take on leadership roles in the public, private and social sectors.

"Transforming Conversations gives women the confidence to value their own insights and perspectives, and helps them identify their skills and passions," explains Kendra Shore, JWFC executive director. "By the end of the series, participants have honed their communication skills and have learned how to become an effective agent of change."

More than 35 women from a diverse range of fields and backgrounds have participated in Transforming Conversations, including Melanie Gruenwald and Melissa Hoch, both directors with the Robert E. Loup Jewish Community Center. Their experience was the impetus for creating a Jewish women's retreat in 2013.



Participants in Transforming Conversations, a signature program of the Jewish Women's Fund of Colorado, were inspired to create a women's retreat.

"We wanted to provide a chance for women to take the day and grow, learn and explore their emotional, spiritual and physical selves," shares Gruenwald. "The approach to empowering women in leadership and building community collaboration was something that we took from the Transforming Conversations program."

Gruenwald and Hoch's retreat was a huge success, drawing nearly 100 women representing every decade, from teenagers to 70-year-olds. They are two examples of how this particular fund seeks to have an impact on the community, and this fund is an example of how Rose Community Foundation is helping passionate people make a difference.

Are you passionate about a cause such as leadership or empowering women? We can help you explore ways to make a difference in the community. Contact one of our philanthropic advisors today at 303.398.7459.

Learn more:
rcfdenver.org/jwfc
rcfdenver.org/giveandplan

Rose Community Foundation News

Welcome New Trustees and Committee Members!



Photos appear in the order in which Trustees and Committee Members are mentioned below.

Board of Trustees

- *Jerry Glick named chair-elect* – Glick's two-year term as chair will begin January 2015. Glick is managing partner of Columbia Group LLP. He also chairs our Investment Committee.
- *Steven A. Cohen, new member* – Cohen is executive vice president of The Anschutz Corporation. He also serves on our Investment Committee.

Committee on Aging

- *Morris Price, Jr., new member* – Price is district director for Congresswoman Diana DeGette.

Child and Family Development Committee

- *Trustee, Lisa Reckler Cohn, named*

committee chair – Reckler Cohn is executive vice president, general counsel and secretary of Aimco. She also serves on our Audit Committee.

- *Mary Gittings Cronin, new member* – Gittings Cronin is former president and executive director of The Piton Foundation. She also serves on our Philanthropic Services Committee.
- *Judy Koff, new member* – Koff, a CPA, was Rose Community Foundation's first chief financial officer (1995-2002) and serves on the boards of several local nonprofits.

Education Committee

- *Michael Touff, new member* – Touff is senior vice president and general counsel at M.D.C. Holdings.

Health Committee

- *Trustee, Helayne Jones, named committee chair* – Jones is president and CEO of the Colorado Legacy Foundation.
- *Lilly Marks, new member* – Marks is vice president for health affairs for the University of Colorado and executive vice chancellor of the Anschutz Medical Campus.

Jewish Life Committee

- *Jennifer Dinn Korman, new member* – A published novelist and community volunteer, Dinn Korman is on the board of Stanley British Primary and co-chairs the Colorado Jewish Early Childhood Education Initiative.

Who We Are

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 Anita Wesley, Philanthropy Advisor

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 Cheryl McDonald, Grants Manager
 Lisa Farber Miller, Senior Program Officer - Jewish Life

Special Programs & Initiatives

Perri Klein, MazelTot.org Coordinator
 Carlos Martinez, Executive Director, Latino Community Foundation of Colorado
 Kendra Shore, Executive Director, Jewish Women's Fund of Colorado

Credits: Photography: 9NEWS, Girls Inc., Robert E. Loup Jewish Community Center
 Editors: Andrea Nelson, Marci Hladik; Layout: Laurie Shields Design; Printing: Sprint Denver



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The Importance of Leadership

Leadership is important to the work we do at Rose Community Foundation. Inside we share several ways that leadership, in its many forms, is helping make the Greater Denver community a better place.

Photo: Rose Community Foundation is helping nonprofit organizations build capacity and find sustainable sources of revenue through programs like the Colorado Nonprofit Social Enterprise Exchange.

