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2014

Crossroads Rhode Island: Proposed Social Enterprise Business Plan

Joel Cooper

Joe Brookes

Darci Lake

Victoria Fernandez

Matt Rosenfield

See next page for additional authors

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Authors

Joel Cooper, Joe Brookes, Darci Lake, Victoria Fernandez, Matt Rosenfield, and Arnold Robinson

Proposed Social Enterprise Business Plan



Community Partner: *Crossroads Rhode Island - Providence, RI*

Academic Partner: *Mario J. Gabelli School of Business and the Small Business Institute*

Spring 2014



The Roger Williams University Community Partnerships Center

The Roger Williams University (RWU) Community Partnerships Center (CPC) provides project based assistance to non-profit organizations, government agencies and low- and moderate-income communities in Rhode Island and Southeastern Massachusetts. Our mission is to undertake and complete projects that will benefit the local community while providing RWU students with experience in real-world projects that deepen their academic experiences.

CPC projects draw upon the skills and experience of students and faculty from RWU programs in areas such as:

- American Studies
- Architecture and Urban Design
- Business
- Community Development
- Education
- Engineering and Construction Management
- Environmental Science and Sustainability
- Finance
- Graphic Design
- Historic Preservation
- History
- Justice Studies
- Law
- Marketing and Communications
- Political Science
- Psychology
- Public Administration
- Public Relations
- Sustainable Studies
- Visual Arts and Digital Media
- Writing Studies

Community partnerships broaden and deepen the academic experiences of RWU students by allowing them to work on real-world projects, through curriculum-based and service-learning opportunities collaborating with non-profit and community leaders as they seek to achieve their missions. The services provided by the CPC would normally not be available to these organizations due to their cost and/or diverse needs.

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Community Partnerships Center
Roger Williams University
One Old Ferry Road
Bristol, RI 02809
cpc@rwu.edu
<http://cpc.rwu.edu>



Crossroads Rhode Island

Phase I Business Case

Mario J. Gabelli School of Business
BUSN 435 – Small Business Institute
Professor Joel Cooper
Joe Brookes | Darci Lake | Victoria Fernandez | Matt Rosenfield
Spring 2014

Executive Summary

This project was a collaborative effort between Crossroads RI and Roger Williams University's Community Partnership Center (CPC) and Gabelli School of Business. Crossroads RI established a need for guidance addressing the challenge of creating a job training and employment opportunity Social Enterprise for clients of Crossroads RI.

The Phase I

(February-May 2014)

The *Phase I* team of business students conducted a feasibility study of several social enterprise options while emphasizing utilization of the Rhode Island Waste Stream.

The job training opportunity for each social enterprise option was rated as high, moderate, or low in value for Crossroads clients. These ratings were based on the following determining factors:

- Does the training opportunity entail interaction with customers
- Does the training opportunity require dealings with money
- Is there diversity in training opportunities in the social enterprise
- What technical skills are required for each position
- How many service hours are available for each participant
- How applicable are the acquired skills to the employment market

Conclusions were drawn about each option as follows:

- Retail thrift
 - Non-sustainable due to the close proximity of competitors
 - High valued job training
 - **Not Feasible**
- Sustainable Farming
 - Close proximity of existing farms to Crossroads, RI
 - Good availability of partnerships
 - Low valued job training
 - **Feasible**
- Recycling
 - Success dependent on partnerships being available
 - High valued job training
 - **Moderately feasible**
- Electronic Waste
 - Strict rules and regulations
 - Extensive industry knowledge required
 - Moderately valued job training
 - **Not feasible**

- Food Services
 - Program already in effect
 - Shift in staffing from volunteers to Crossroads, RI clientele
 - Moderately valued job training
 - **Feasible**
- Composite Waste
 - Waste stream extraction process is not yet developed for this product line
 - Expensive process with little profit for small scale operation
 - Unknown value of job training
 - **Not feasible**

Financial Impact

It became clear in the *Phase I* analysis that greatest impact on financial feasibility would be to pursue "expense offset", such as grants or donations, to contribute to the location and resources costs associated with the implementation of a job training and job creation Social Enterprise for Crossroads RI. After the initial expense offset the chosen enterprise must be able to financially sustain itself. Once the *Phase II* team selects a product line to pursue, financial feasibility will be of primary concern.

Introduction

Crossroads RI has been working with St. Vincent de Paul (SVDP) Society of Lane County (Eugene Oregon), an organization that has received support from the Robert Wood Johnson Foundation to operate a successful Sustainable Work Program, a project that Crossroads would like to pursue. This entails the development of a social enterprise that provides job training and employment opportunities for Crossroads clients in a *waste-based business*. Crossroads asked the Roger Williams University business planning team of students to explore several waste based businesses and conduct market research to learn more about Rhode Island's thrift environment and waste stream opportunities. Their previous efforts combined with the team's efforts from *Phase I* were to understand the waste stream in Rhode Island and explore the feasibility of several business lines (i.e. appliance recycling, used book sales, retail thrift, etc.).

The Study Includes:

- Crossroads RI's goals, expectations, and scope of the study
- Mission and Vision Statement
- Marketing Analysis
- Crossroads RI Business Model Analysis
- St. Vincent De Paul
- Rhode Island Resource Recovery Corporation
- Waste Management in RI
- Waste Streams and Product Lines
- Retail Thrift Option and Competition Analysis
- Sustainable Farming
- Recycling Centers
- Electronic Waste
- Food Services
- Composite Waste
- Guidelines for a *Phase II* team to utilize in the continuation of this project

Participation of key stakeholders was essential. Karen Santilli and Roger Williams University worked together to create a business plan to be utilized by Crossroads RI and a *Phase II* team of Roger Williams University students.

Crossroads Advisory Member

Karen Santilli – Chief Marketing & Strategy Officer

Roger Williams University Project Team:

Joel Cooper – Faculty Advisor

Darci Lake – Student, Business Management

Victoria Fernandez – Student, Marketing

Matthew Rosenfield – Student, Business Management

Through months of discussion, research, and goal setting, the information discovered in *Phase I* will be utilized by Crossroads RI and a *Phase II* team of Roger Williams University students in the near future.

Design and Process

The question *Phase I* of the Crossroads RI Community Partnership Center Project addresses: What business models are attractive options for Crossroads RI to pursue in order to provide job training and employment opportunities to their clients?

The project tasks include an assessment of potential social enterprise model options that can be utilized in the creation of a job training program for clients of Crossroads RI. Crossroads RI has previously implemented job training programs that became outdated and were not replaced by any other viable training program. By implementing a new, relevant job training program at Crossroads RI, homeless and unemployed people of Rhode Island can gain the essential skills to become employed and eligible to capitalize on new opportunities that will ultimately improve their lives. The program would provide Crossroad's clients with a range of economic and personal benefits, as its goal is to improve their quality of life by making them active members of the Rhode Island community. This study examines the potential for a successful training and employment creation social enterprise for Crossroads RI, and explores the options, logistics, costs, and benefits that would be associated with such a course of action.

Process

This study began when a team from Roger Williams University was selected including three students from the Gabelli School of Business and one faculty advisor. Several meetings were held to discuss, refine, and advance the concept of a job training and employment opportunity social enterprise for Crossroads RI in content. The implicit challenge was that this proposed Social Enterprise should be financially sustainable and not dependent on Crossroads RI budget funding as well as prioritizing this opportunity as being a waste-based business.

Specific activities included:

- Developing a business plan proposal to be agreed upon by all parties
- Implementing a confidentiality agreement
- Developing a project schedule and responsibilities
- Meetings with Crossroads representatives
- Bi-weekly meetings with students and faculty advisor
- Daily email correspondence among student team
- Email and telephone correspondence with SVDP representatives
- Email and telephone correspondence with Waste Management of Rhode Island

- Data gathering template
- Requirements for each individual proposed option
- Preparation for and Participation in the Community Engagement Celebration at Roger Williams University

The business planning team was able to contribute substantially to the overall efforts through extensive research on waste management systems throughout the country and identifying best operations practices. St. Vincent de Paul (SVDP) Society of Lane County (Eugene Oregon) was used heavily as a guide in the consideration of Electronic Waste and Recycling as well as a source of information on the waste management system in Rhode Island. The business team contacted Sue Palmer of SVDP in order to gain a deeper understanding of SVDP's current practices regarding Electronic Waste as well as their previous contact with the Waste Management System of Rhode Island.

Students and faculty met bi-weekly to discuss progress and come up with a clear vision of *Phase I* goals. These meetings discussed direction and provided feedback on deeper analysis and the most viable options.

Project Description

After discussion between the advisors and key players of the project, a functionality and vision for a Social Enterprise at Crossroads RI was formed. The development of a social enterprise at Crossroads RI would provide job training and employment opportunities for Crossroads' clients. There was an underlying priority throughout *Phase I* to have this Social Enterprise be a waste-based business. Crossroads asked the Roger Williams business planning team to explore several waste based businesses and conduct market research to learn more about Rhode Island's thrift environment and waste stream opportunities. *Phase I* goals were to understand the waste stream in Rhode Island and explore the feasibility of several business lines.

Project Description Notes

Social enterprise, and specifically waste stream diversion, is a win-win for everyone. In regard to the environment, reusing, recycling or remanufacturing significantly diverts re-usable materials from the waste stream. In regard to Crossroads' clients, a Social Enterprise provides invaluable job training and job creation opportunities. Consideration at a fundamental level, Social Enterprise is a revenue generating opportunity.

The goal of this social enterprise is to invigorate Crossroads' clients, both economically and personally to improve their quality of life and potential for success.

Crossroads RI's Job-Training Program

Mission Statement

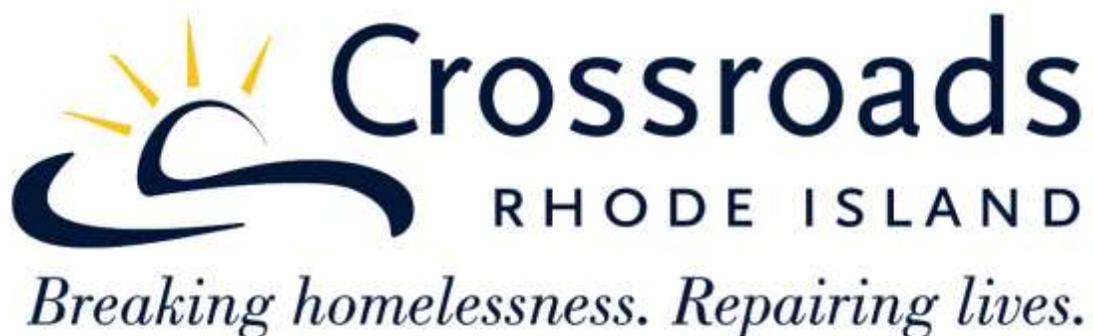
"To create a self-sustaining social enterprise that provides job-training and employment opportunities for clients of Crossroads RI." -DL, VF, MR

The purpose of a mission statement is to convey the purpose and primary objectives of what the proposed business is.

Vision Statement

"To transform the lives of Crossroads RI clients by providing invaluable work experience in order to develop essential skills to begin crossing the road to success." -DL, VF, MR

The purpose of a vision statement is to convey what the goal of the proposed business is. In stating what the business will achieve, the vision statement must inform the audience, engage the community, while also creating momentum. Overall, this statement will ensure communication amongst all participants involved in the success and development of the business entity.



Marketing Analysis

Marketing Plan

The intent of this marketing plan is to introduce Crossroad Rhode Island's social enterprise program to the clients, donors, and the Rhode Island community in a way that will enable the organization to gain the maximum amount of support and participants possible. If implemented correctly, the outcome should be a self-sustainable social entity that provides the clients of Crossroads RI with an opportunity to gain the essential skills and knowledge to become their own autonomous individual no longer having to rely on Crossroads.

Key points to focus on throughout the marketing efforts for the Crossroads social enterprise program include:

- How this program will help clients become independent from Crossroads Rhode Island and eventually sustaining themselves.
- The skills and responsibilities that clients will develop by participating in this program and how it will help them in their future endeavors.
- Emphasis on how materials are taken out of Rhode Island's waste stream to help the environment while bettering the clients and the community.

It is crucial that all of the marketing materials that represent Crossroads RI's social enterprise program are consistent so both the clients and the public have the same understanding of the connotation and objectives of this program.

Measurements

In order to make sure the marketing plan is effective, there are a few variables that we should consider when measuring its success:

- Number of Crossroads RI clients that are participating in the program
- Number of clients that are not involved in the program but are interested
- Feedback survey given to participants
- Percentage of eligible clients who are actually participating in the program

- Number of trainees who get jobs as a result of this training program

Target Market

In order to make Crossroads Rhode Island's Social Enterprise Program self-sustainable it is crucial that we gain the attention of the appropriate target markets. There will be a few different groups of individuals that we will be focusing on to ensure that we can collect the maximum amount of support and funding possible to help Crossroads Rhode Island grow as an organization while providing their clients with training and internship opportunities that will directly help them secure stable jobs outside of the organization.

Crossroads Rhode Island Clients:

The clients of Crossroads Rhode Island are the primary target market that the organization needs to focus on influencing to participate in the social enterprise program. Participation of this market will prove to be the foundation of this program and will determine how successful the program will be moving forward. Without enough clients taking an interest in the training and internship opportunities available to them it will be virtually impossible to sustain the program. To effectively market this program to clients there needs to be clear communication about how the training/internship program is going to assist them with transitioning from dependency to independence. In order to keep his target market informed we will have to provide the clients with materials on what this program entails, including the responsibilities, expectations, and time commitment required of them. With enough clients wanting to engage in the social enterprise program, Crossroads RI will be able to keep the program operating while producing independent individuals that can move on to gain employment using their newly acquired skills and experience. This program is focused on short-term training opportunities, ranging from two months to four months participation. This short-term focus for each client will allow for clients to gain the essential work experience and knowledge, while simultaneously allowing more clients to participate in the program because positions will need to be filled on a regular basis. This short-term focus also prevents clients from becoming dependent on the program itself for their new sense of autonomy. However, high turnover will require there to be additional job counseling services and materials to assist clients gain employment after the program. With this method, more people will be able to have their own positive experience at Crossroads RI, creating a positive connotation surrounding the Crossroads RI name.

General Public:

The general public target market consists of potential donors to the program as well as individuals that the clients may be coming into contact with as a result of public, or business, interactions through the chosen social enterprise model, if applicable. With this social enterprise program, Crossroads needs to ensure the existing revenue that currently comes into the organization does not go toward this program and is continued to be used towards current operations; the program needs to sustain itself. Due to this, Crossroads is going to seek additional funds from existing donors that would like to donate more to the cause as well as target completely new donors to support the program. In order to target his market, it is important that the general public is informed of the program itself, becomes familiar with the Crossroads organization and its mission, and how Rhode Island as a whole can benefit from this new program.

Local Organizations & Businesses:

The third target market for marketing this social enterprise is local organizations and businesses. This target market is only applicable if Crossroads decides to start a social enterprise program that will result in them working either with or for a local organization or business (example, recycling center). Whether a business is allowing Crossroads' clients to work at their existing program or simply leasing out some land or space to Crossroads, it is important to emphasize all of the benefits of being a part of Crossroads RI's job training and internship program. By participating and supporting this program, not only will businesses get a tax write-off but they will also be doing good in the community by contributing in giving these clients of Crossroads RI the experience and skills they need to become dependent and get themselves out of the homeless and unemployed categories. Waste Management of Rhode Island is also included in this target market since this social enterprise will be utilizing the RI waste stream. In order to get the sanitation companies to cooperate with Crossroads, it is important to show them the benefits of this program. By doing this, Waste Management will be more likely to implement a plan for Crossroads to obtain the necessary items from the waste stream to keep this social enterprise program running.

Needs of Crossroads RI Clients Participating in Program

- **Transportation** – Clients will need a form of transportation to the job site. Since many clients will not have access to an

automobile, it is important that the clients are able to take the Rhode Island Public Transport Authority buses or alternative forms of public transportation.

- **Supervisor(s)** – there should be at least one supervisor at the job site at all times. The primary objective is to ensure that everyone is working efficiently and that worksite operations are running smoothly. The supervisor will act as the middleman between the participants and the manager of the program.
- **Manager** – This individual will oversee all business operations. They do not necessarily need to be working at the job site at all times but will act as a resource for the supervisor(s). This position could possibly be filled by a current Crossroads RI employee who is willing to take on the responsibility and run the whole entire social enterprise program.

Crossroads Rhode Island Website

The current Crossroads Rhode Island website is the source to go to for anything Crossroads. There is already a tab for the education and employment services that are existing resources for the clients of Crossroads RI. This section of the website is where the social enterprise program should be showcased along with a link to a separate, more specific page about the program, just like the existing resources that are currently listed on the site.

On the additional link for the social enterprise program, the information provided will include:

- About the program and what it entails
- What is being taken out of the Rhode Island waste stream to be utilized in this social enterprise
- Images and videos of the clients working at the job site
- Donation forms
- Application form for clients to apply to the program
- Downloadable PDF of program brochure
- Statistics of clients who obtain a job after participating in this program
- Quotes and success stories of clients

If the social enterprise program is successful and Crossroads decides to expand to either different industries or to additional Crossroads locations, it will be necessary to change the layout of the program website. Within the social enterprise program link, multiple tabs will

be critical for each program to ensure that the site remains easy to navigate and resourceful.

Marketing Phases:

- Initial Phase
 - This will begin once the most plausible and financially feasible social enterprise program is chosen, at the conclusion of *Phase II* of the business case for this project. The main goal of this first phase of marketing is to introduce the program and what it entails to Crossroad RI's clients, board members, donors, and anyone else associated with the program.
 - Marketing materials that will be developed during this phase include:
 - Logo
 - Informational brochure for each target market
 - Social Enterprise Program section of Crossroads' website
 - Letter/information packet for board & potential donors
 - Training/welcome materials for clients
- Intermediate Phase
 - This phase of the marketing plan will begin once the program has been implemented and there are clients actively participating
 - During this phase, updated marketing materials with some success stories that have come from this program and maybe some footage of clients taking part in the training program would be beneficial in sustaining the program and growing interest from all target markets
- Sustained Phase
 - This phase is when the program is successful and there are a great number of clients taking part in and benefitting from it
 - During this phase some ways to sustain success include:
 - Continuity throughout all marketing materials
 - Frequently updated website page(s)
 - Innovative ways to stimulate continuous interest in the social enterprise program
 - Program is self-sustainable

- Clients are becoming independent and employed as a result of this program
- Some other considerations during this phase:
 - Expanding the program to different industries
 - Expanding the program to other locations where Crossroads RI clients are housed in order to help and benefit a greater amount of homeless in RI

Promotional Plan

A program logo will need to be developed in the early stages of the Crossroads Rhode Island Social Enterprise Program. All branding and design used in promotional materials and advertisements will have to correlate with this image. This image should incorporate and attract the clients of Crossroads RI as well as the other target markets. The Roger Williams University business team has drafted example images that may be used for marketing purposes or developed further into a desired logo for this job-training program.

Promotional Items Needed

- **Logo** – This is to be incorporated in every promotional document related to the Social Enterprise Program at Crossroads Rhode Island. A unique, attractive, appropriate logo will assist with developing 'brand' recognition for the program itself that will give it its own identity. The consistent use of the logo throughout all marketing materials will limit confusion.
- **Website** – additional page needed on the existing Crossroads Rhode Island website to provide people with more information about the program(s) and resources related to this specific service at Crossroads.
- **Flyers** – will be used to promote the program to clients within Crossroads locations. Brief details about the program will be featured on the flyer(s) along with directions on how to get more information; a contact, location of applications and brochures, or website link.
- **Brochures** – Brochures will include detailed information about the program. They will be distributed to all eligible clients with additional copies kept at Crossroads for any interested clients to come pick up.

- **Letter/Information Packet** – This letter will be the initial introduction of the program for the board members, employees and donors at Crossroads Rhode Island. Will cover what the program will mean for Crossroads and how it is going to benefit the organization and its clients.

Marketing Effectiveness Measures

In order to make sure the marketing plan is being implemented effectively, Crossroads Rhode Island should measure the success primarily through their website, amount of clients that participate in the program, amount of additional clients seeking more information as a result of the promotional materials distributed, and survey results from both the clients and supervisor(s) of the social enterprise program(s).

Areas of Measure

- Website Hits
- Number of Participants
- Number of Clients Interested
- Participant Feedback
- Supervisor Feedback
- Self-Sustainability of Program

Crossroads RI

Crossroads Rhode Island provides their clients with a continuum of care that includes basic emergency needs, shelter, housing, case management and vocational services for individuals and families. In order to provide these services they rely on the generosity of their donors and supporters who have helped Crossroads to become the largest homeless services organization in Rhode Island. It is important to Crossroads that they stick to their core values of safety, respect, and effectiveness when helping the homeless or at-risk individuals and families secure stable homes.

Mission

“To help homeless or at-risk individuals and families secure stable homes. Those we serve achieve this by engaging in our range of services including housing, basic needs, shelter, case management, referrals, and education and employment services.”

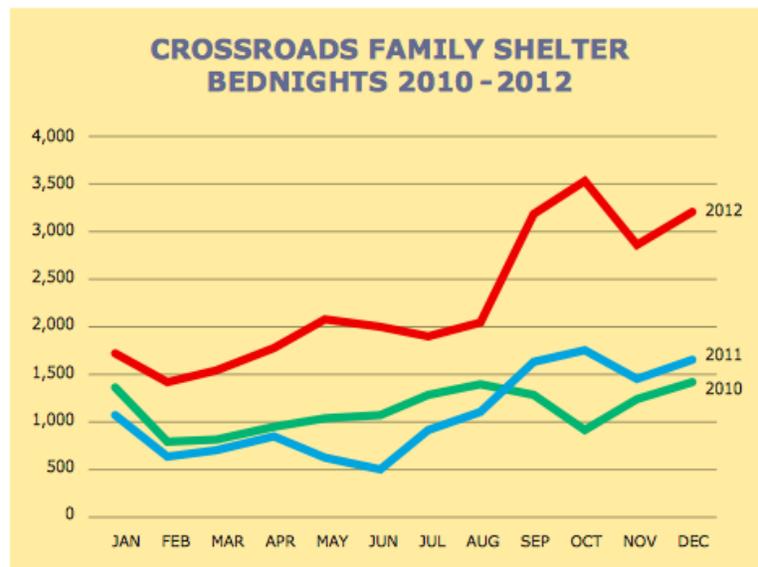
Core Values

- Safety
 - Promoting an environment free from physical and emotional harm and ensuring a feeling of security and comfort to all.
- Respect
 - Acknowledging the intrinsic worth of every person.
- Effectiveness
 - Delivering services and managing the organization with efficiency, professionalism, innovation, and accountability.

Family Shelter

- Demand for family shelter during 2012 was greater than any other time in Crossroad’s history.
- Crossroad’s Family Center provided 30,679 shelter bed-nights (occupancy for one person for one night), which is more than double the number of shelter bed nights in 2011.

- The length of stay for the average family increased significantly as families faced a waiting list.



During 2012, families seeking shelter increased by 105% as compared to 2011.

Crossroads Rhode Island Annual Report 2012

Contributions

In the state of Rhode Island, 40% of homeless people are members of a family and 1 in 4 homeless persons is a child. With the demand for family shelter increasing in recent years it is important to Crossroads to raise the funds so they are able to help the maximum amount of individuals. The main contributors of Crossroads are their corporate sponsors and partners. There are others though who also make a large impact by donating funds or items to help the homeless in Rhode Island. The funds that Crossroads collects throughout the year are critical to their ability to continue providing these programs and services to the families that come to them for assistance. An issue that Crossroads is currently facing is that they do not have the storage space to accept all donations; they primarily seek items that are new or unused and can be utilized immediately or that require little storage space. With some more space they would potentially be able to accept more donations to assist with helping more families.

Sponsors & Donors

Corporate Sponsors and Partners

- Whole list of donors, separated into different brackets
http://www.crossroadsri.org/Portals/0/Uploads/Documents/Crossroads_annual_2012_web.pdf

In-Kind Donors

- Crossroads has a limited amount of storage space, therefore they only seek items that are new or unused and can be utilized immediately or require little storage space.
 - *Examples of current In-kind Donation Needs* - Gift cards, Personal care items, Baby items, Non-perishable food items

Honoring Loved Ones

- Making a memorial or tribute gift to remember someone special while supporting Crossroad's mission of assisting homeless and at-risk families and individuals.

Matching Gifts

- An easy way to double the impact of your donation to Crossroads Rhode Island.

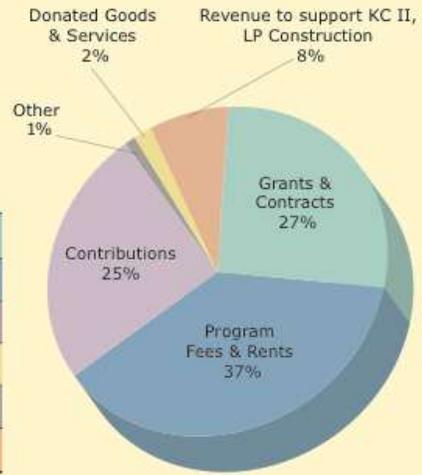
Events

In 2012 Crossroads hosted three signature events that raised nearly \$565,000.

- *Women Helping Women*
 - Drew hundreds of females from the professional community as well as colleagues and personal friends to support Crossroads Women's Shelter and programs to help women at crossroads.
- *Men on a Mission*
 - The male counterpart to *Women Helping Women* was again well received by professional businessmen and civic leaders from all corners of Rhode Island.
- *Step Right Up!*
 - This is the premiere fundraising event, which is held each September. It is the hallmark of the social fundraising season and is reinvented annually with a new choreographed theme and venue. In 2012, over 500 guests gathered under the big top to attend. It was a celebration of the imagination to raise funds and increase awareness for those who haven't a roof over their heads to call their own.

**CROSSROADS RHODE ISLAND, SUBSIDIARIES & MANAGED PROPERTIES
REVENUE SOURCES**

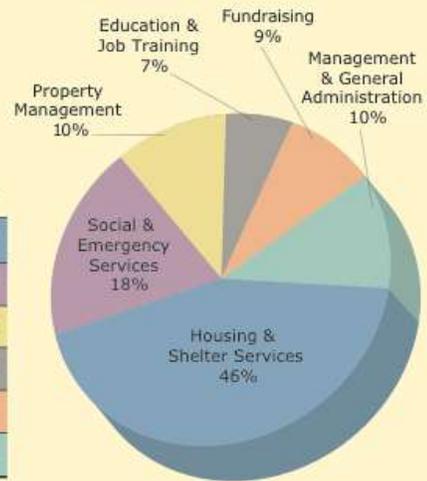
	2012	2011
Grants & Contracts	\$3,055,971	\$2,852,775
Program Fees & Rents	4,256,567	4,290,736
Contributions	2,800,211	3,000,329
Donated Goods & Services	252,847	251,414
Other	82,966	40,955
Revenue to support KC II, LP Construction	942,005	
Total Operating Revenue	\$11,390,567	\$10,436,209



Crossroads Rhode Island Annual Report 2012

**CROSSROADS RHODE ISLAND, SUBSIDIARIES & MANAGED PROPERTIES
EXPENSES**

	2012	2011
Housing & Shelter Services	5,753,620	4,927,639
Social & Emergency Services	2,236,975	1,916,162
Property Management	1,284,793	2,172,676
Education & Job Training	851,330	802,323
Fundraising	1,208,275	1,132,771
Management & General Administration	1,210,285	1,144,841
Total	\$12,545,278	\$12,096,412



Crossroads Rhode Island Annual Report 2012

Shelters and Housing

Operation First Step Emergency Assessment Shelter

- Assists clients who are new to homelessness. Provide temporary shelter and support services to 10 men and 10 women while helping them find other shelter or housing within 30 days.

Crossroads Women's Shelter

- Provides extended stay and case management support for the growing number of homeless women in RI. Ten semi-private bedrooms, Designed for 41 women, open since April 2008.

Crossroads Citizens Bank Family Center

- Several different programs for families in Rhode Island
 - Emergency Shelter
 - The shelter offers emergency shelter and support for up to 15 homeless families.
 - Transitional Apartments
 - Housing for 20 homeless families are located throughout Providence. They house the families for up to 2 years, until the programs help them move back into independence.
 - Supportive Housing
 - Five permanent supportive housing units for families who were unable to move out of shelter and transitional housing.

Couples Shelter

- Provides emergency shelter for couples without children who are homeless and want to stay together in a shelter.

Permanent Supportive Housing

- Harold Lewis House
 - Located in West Warwick and is home to up to 12 previously chronically homeless men and women – all aged 50 & older
- Travelers Aid Housing
 - Located above the Crossroads offices on Broad Street in Providence. Features single room occupancy for 176 adults who are all formerly homeless. 22 units are set aside for women only
- Kingston Crossings
 - 104 apartments in 17 buildings on the property. Provides 58 families with subsidized housing, on-site services, case management, job training & placement assistance, day

care, after school tutoring, individual family counseling, transportation, recreational activities, opportunities for skill development

- Kingstown Crossings II
 - 14 acre site with 46 brand new units for adults and families with or without children
- Washington Street
 - Provides housing for 57 disabled, formally homeless adults
- Linwood 1
 - Located in Providence, provides housing and social services to 44 formally homeless adults

Rapid Re-Housing Program

- Provides financial assistance and services to prevent individuals and families from becoming homeless and to help those who are experiencing homelessness to be quickly re-housed and stabilized. Targets individuals and families who would be homeless without this assistance.

Location of Social Enterprise

This business case focuses on creating a social enterprise to be utilized by the clients of the 180 Broad Street location of Crossroads RI. However, once the first social enterprise program is implemented and there interest is expressed from other clients eligible to participate in this program, Crossroads should look into expanding their training/internship opportunities to different industries or additional locations near some of the other Crossroads housing sites in Rhode Island. Doing so would provide a larger number of Crossroads clients with the chance to participate in and benefit from this opportunity, further decreasing the homelessness and unemployment rates in Rhode Island for the future.

St. Vincent De Paul (SVDP)

The St. Vincent De Paul organization takes in both men and women who are looking to grow spiritually upon themselves by offering services for those that are in need or suffering. SVDP is an organization with Catholic roots inspired by Gospel values. The members of this group are called 'Vincentians' and are gathered from all types of age groups, economic levels, and ethnic or cultural backgrounds. What these members physically do all depends on the area of operation, but include jobs such as feeding, clothing, housing, and healing those individuals who have nowhere else to turn.

Operations

Being such a large, international organization, SVDP must utilize its resources effectively in order to make the most of the projects at hand. In the Rhode Island area, many of the resources utilized by SVDP include food pantries, food distribution centers, soup kitchens, as well as local ministries to provide guidance through prayer. These resources are essential to the overall reputation for SVDP as they are the building blocks for these individuals to go from having very little to having a means to improve upon their lives.

Location

Saint Vincent De Paul is a very large organization with multiple different locations in many of the 50 states. These locations include services ranging from food pantries to locations where those in need can pray and get in touch with a more spiritual side of themselves.

Model

Crossroads RI has been working with St. Vincent de Paul (SVDP) Society of Lane County (Eugene Oregon), an organization that has received support from the Robert Wood Johnson Foundation, to operate a successful Sustainable Work Program, a project that Crossroads would like to pursue. This entails the development of a social enterprise that provides job training and employment opportunities for Crossroads clients in a waste-based business.

Communication with SVDP

Sue Palmer, a representative of SVDP, has had contact with both the Roger Williams University business planning team and Karen Santilli at Crossroads, RI. Ms. Palmer has been very willing to help with the

project and has made some suggestions for possible self-sustaining work entities that Crossroads, RI could utilize. These possible waste stream product lines were as follows:

Mattress Recycling

- The makeup of every mattress includes wood, foam, cotton, and metal springs, all of which are recyclable. Currently there are different charities and recycling organizations that will pick up your old mattresses, although most locations require a drop off. Rhode Island is actually the second state to adopt a mattress recycling program in state, in hopes of operating directly in RI instead of outsourcing out of state. This would also bring in jobs for Rhode Islanders looking for work.

Mattress Rebuilding

- In order to rebuild a mattress, the manufacturer must remove the cover and make sure all springs are in order. Then there is a sanitation process along with putting a brand new cover on the mattress. As for the outside, there will be two new labels associated with the sanitation process and the manufacturer. Currently these mattresses sell online for about \$100 each without shipping costs.

Appliance/HVAC Recycling

- Green Recycling Company is an appliance & HVAC recycling company. The products that they collect include: generators, power systems, HVAC, bulk computers, as well as electrical distribution systems. There is no fee associated with removal, disposal, or recovery of these appliances. When appliances come to the end of their life cycle, the metals and components inside these are still functional. The recycling focuses on the circuit boards, contactors, and other internal parts that service companies would be interested in buying.

Online Book Sales

- This form of recycling involves the donation of old, used, or untouched books into bins outside locations around the nation. For the companies working with this type of recycling, there must be a website up around the resale of these books. For the books that are too out of shape when it comes to resale, they are then taken to their respective recycling center depending on the material.

Retail Thrift Stores

- These stores take in donations from the outside community, while also providing jobs & training for those in the community as well as volunteers. Many of the items are reusable and without these stores would more than likely just end up in

landfills. Due to the fact that the items in the stores are free, the costs remain low on many of the products offered through these thrift stores. Along with this, since many thrift shops are non-profit organizations all excess profit after basic upkeep goes towards the organizations.

Conclusions for Proposed Options

These suggestions for possible self-sustaining work entities that Crossroads, RI could utilize were helpful in directing some of the research that Roger Williams University's business team conducted. After additional research into these product lines, the *Phase I* team decided to use thrift shops as a major area of research. Online book sales were not extensively researched during this phase of the project, but will be looked at further during *Phase II*. Other options proposed by SVDP will be included in the action plan for the *Phase II* team of students.

Rhode Island Resource Recovery Corporation (RIRRC)

RIRRC is a quasi-public organization based in Rhode Island. Quasi-public means that although it was created by the state of Rhode Island, they are not a department in the local government, and that they have their own budget and by-laws inside the organization. At RIRRC they only accept Rhode Island waste because landfills are a finite resource; this organization will not be open forever. RIRRC handles most of the state's trash and recycling from cities and towns who do not already have their own landfill (such as Tiverton) as well as some RI businesses. The mission of RIRRC is to provide safe, environmentally compliant, and affordable solid waste and recycling services for the Rhode Island Community.

Operations

RIRRC's resources include 350-450 trucks (daily) that bring waste to the landfills as well as 85-90 trucks (daily) that bring recycling to the materials recycling facility. This facility is one of the largest recycling facilities in all of New England and is able to process up to 800 tons/day. However, the organization is currently only processing about 450 tons/day so there is still room for more recycling services to be offered involving this location. The materials that are processed here include plastics, paper/cardboard, metal, and glass products. The process utilized includes processing these materials into their respective bins, then shipping these materials to buyers in the U.S., Canada, and other countries overseas.

Location

RIRRC is located in at 65 Shun Pike in Johnston, RI, which is west of Providence. This location provides services including sanitary landfilling, commercial composting, recyclables sorting/processing, small vehicle waste sorting areas, and construction/demolition debris grinding.

Potential Partnership

By looking at the operations and functions of RIRRC, it has allowed the *Phase I* business team to analyze the feasibility of utilizing recycling as a possible self-sustaining work entity. Since RIRRC is established in Rhode Island and is one of the largest recycling and waste management organizations in the state, it may make it difficult to begin a start up in the recycling sector of the waste stream. RIRRC has worked with smaller organizations in the past, which makes it attainable for Crossroads, RI to work with them. The desired nature of

this partnership would include using the Crossroads, RI clientele for recycling or waste management positions within the RIRRC. Overall, RIRRC has been incredibly successful since they began their operations in 1974 and would make a great partner for Crossroads, RI if they were to attempt to utilize this part of the waste stream.

Waste Management in RI

Waste Management is the largest environmental solutions provider in North America, serving more than 20 million customers in the U.S. and Canada. As part of their strategy, they are committed to developing new waste solutions that can help communities and organizations achieve their green goals, including zero waste. With the largest network of recycling facilities, transfer stations and landfills in the industry, their entire business can adapt to meet the needs of every distinct customer group. In 2012, they worked with over 100 Fortune 500 companies and helped over 150 different communities become greener.

Waste Management is also a renewable energy provider, producing more than twice the amount of renewable electricity than the entire US solar industry. One of the ways they do this is by recovering the naturally occurring gas inside landfills to generate electricity, called landfill-gas-to-energy. By the end of 2012, they operated over 138 beneficial-use landfill-gas projects, producing enough energy to power nearly 500,000 homes.

As North America's largest residential recycler, they expect to manage more than 20 million tons every year by 2020, up from the more than 12 million tons we handled in 2012. Part of that will come from expanding on proven technology to make recycling easier for consumers. Another part will be investing in future technologies, like converting organic waste from the materials stream to make high-end compost for local growers.

Waste Management is on a mission to maximize resource value, while minimizing - and even eliminating - environmental impact so that both our economy and our environment can thrive.

Rhode Island

In Rhode Island, Waste Management offers curbside pickup, dumpsters, recycle by mail, electronics recycling, and Bagster bag which can be used by any resident or business and be filled with up to 3,300lbs of debris or waste that will later be picked up by Waste Management. The company also has recycling centers all throughout Rhode Island.

Industry Solutions

Disposing of waste in an environmentally-friendly manner is crucial to businesses. Experts at Waste Management assess waste streams at businesses and develop the right recycling and disposal solution for them on an individual basis.

Waste Streams and Product Lines

Waste Stream is the aggregate flow of waste material from generation to treatment to final disposal.

It is desired for waste materials coming from business entities to be eliminated or diverted. Businesses employ practices to pinpoint cost-effective solutions to minimize waste and maximize recycling and diversion. Waste Stream professionals seek to spot opportunities for education and suggest methods or technologies to improve recycling results. Applying their industry-specific knowledge and best practices, professionals make sound recommendations that strike a balance between cost, benefit and feasibility for businesses on an individual basis.

Diversion

For waste measurement purposes, diversion is any combination of waste prevention (source reduction), recycling, reuse and composting activities that reduces waste disposed at CalRecycle-permitted landfills and transformation facilities. Diversion is achieved through the implementation of diversion programs.

Recycling

Recycling is the process of collecting, sorting, cleansing, treating, and reconstituting materials that would otherwise become solid waste, and returning them to the economic mainstream in the form of raw material for new, reused, or reconstituted products that meet the quality standards necessary to be used in the marketplace.

Waste Stream Products

There are many product lines in the waste stream that can be utilized in a social enterprise practice. Some of these products include:

- Agricultural waste
- Biodegradable waste
- Business waste
- Commercial waste
- Composite waste
- Electronic waste (e-waste)
- Food waste
- Green waste
- Household waste
- Organic waste
- Packaging waste

- Post-consumer waste
- Recyclable waste
- Residual waste

Social Enterprise Utilizing Waste Stream

Social enterprise, and specifically waste stream diversion, is a win-win for everyone. In regard to the environment, reusing, recycling or remanufacturing significantly diverts re-usable materials from the waste stream. In regard to Crossroads' clients, a Social Enterprise provides invaluable job training and job creation opportunities.

Retail Thrift Option and Competition Analysis

Summary

A retail thrift shop was one of the primary areas of interest for research during *Phase I*. The initial attraction to this option was that it could potentially provide a large amount of Crossroads' clients with job training and employment opportunities while removing problem product lines from the Rhode Island waste stream. All of the different business operations required to successfully operate a retail thrift shop would create diverse job training opportunities.

Logistics

Some examples of positions that would need to be filled in order for the store to function are: truck drivers, clothing sorters, people to wash the clothing, people to organize the store, store clerks, and a manager. There would need to be a large amount of storage space and retail space in order to make this a functioning social enterprise. The storage space's primary function would be to keep inventory and serve as a place for trainees to sort the donations. Washing machines and dryers would be necessary to utilize in cleaning some donations, if necessary, and could be located in the storage space as well. The retail space would strictly be used for customers to come buy the thrift products.

Key Success Factors

When it comes to owning and operating a thrift store, there are some key success factors associated with having a successful business entity. These key success factors are as follows:

Economies of Scope

- This factor takes into account the amount of selection of products that the thrift store offers. The larger the selection, the greater the chance that they will have what the customer is looking for.

Attractive Product Presentation – By setting up the thrift store in a manner that is physically appealing for the customer can be a game changer when it comes to being able to sell products. The setup and presentation of the products offered plays a large role in whether the customer will actually make a purchase.

Ability to control stock on hand

- By only taking in goods that the thrift store will then be able to turn around and sell plays a large role for the thrift store

business. Donation bins do accept many different items, new or old, but some of these items may not be able to be resold and then must be sent out to the various recycling centers associated with those items

Effective Quality Control

- The examination of the goods donated is crucial the resale of the different products. There must be quality control measures set in place for certain items due to the fact that these items come into direct contact with the customer and must be sanitized accordingly.

Accessibility to Customer/Consumers

- The location of a thrift store plays a large role in the overall success of the business entity. When located in inner city areas, there is a greater chance that they will be successful due to the mass amount of people that are in the surrounding area.

Industry Life Cycles

The used good industry's economic life cycle is currently in decline. This is partly due to establishments making for increased competition for other industries. These thrift shops are competing with mass merchandisers as well as electronic retailers. Many of these shops do not have a website associated for the purchase and order of items, which sets them behind the technological curve when it comes to online business sales. Along with this, the number of thrift stores enterprises has been in a consistent decline over the past 10 years. All of these factors together play a large role as to why the retail thrift store life cycle has been in decline.

Location

It may be unlikely that members of the community will want to visit the Crossroads location of 160 Broad Street in Providence to thrift shop, due to the demographic of the area. It may be beneficial for Crossroads to have an offsite location for whichever social venture they choose. Since the people who would be participating in the program, Crossroads' clients, would not be able to commute a long distance for work due to their lack of funds or unavailability of transportation, it is also important that the chosen venue for the venture is within relatively close proximity to Crossroads. The problem with this solution is that there are very few available retail spaces near Crossroads' location. If the shop were to be located in a different area of Providence, the rent would be a bit higher and the retail spaces tend to have a smaller square footage. This would not be a viable option for Crossroads to pursue as a retail location because of the amount of

storage space and actual retail space that would be needed in order to operate this type of business.

Opportunities

A retail thrift shop could potentially provide a large amount of Crossroads' clients with job training and employment opportunities while removing problem product lines from the Rhode Island waste stream. All of the different business operations required to successfully operate a retail thrift shop would create diverse job training opportunities. Some examples of positions that would need to be filled in order for the store to function are: truck drivers, clothing sorters, people to wash the clothing, people to organize the store, store clerks, and a manager.

Financial Feasibility

In order for Crossroads to start up their own retail thrift shop entity, the primary financial implication would be a retail location. Some other costs that will go alongside this primary expenditure are monthly electricity bills and any possible renovations that may be necessary to get the space up to standards for a retail store. Materials that will be necessary for the retail thrift shop to operate include washing machines and dryers, cash registers, hangers, clothing racks, shelving and storage space. Other operating necessities include the trucks and donation bins to both collect the clothing donations and transport everything to the site of the social enterprise. A start up for this would be financially viable if Crossroads were to receive a sufficient amount of donations. Once the retail thrift shop is established, it would be difficult to bring in enough revenue to keep this entity self-sustaining due to the congested competition from other thrift shops in the area. There is a loyal customer and donor base for each of the existing retail thrift shops, making it highly unlikely for Crossroads to become competitive with the existing shops or financially sustain itself. Also, the members of the Rhode Island community who donate items on a regular basis already donate to established thrift businesses, making it difficult for a new Crossroads thrift location to have substantial donations to maintain a large or diversified inventory.

Competition

The Salvation Army RI

- The Salvation Army 1895 Smith Street location is located near local colleges (Rhode Island College, Providence College), hospitals (Fatima, RWMC), main roads, and many multifamily residences. This location is well organized and has clothes sorted

by color. It offers clothing, shoes, hats, purses, ties, stuffed animals, books (children and adult), DVDs, VCR tapes, a small collection of furniture, housewares, and bedding (but not mattresses).

- The Salvation Army 201 Pitman Street location is located close to East Providence and East Side. Demographics of this area include a mix of multi and single-family homes. This is the main facility for donations and services. This is a large, one floor facility with dressing rooms and high ceilings (similar to a warehouse). There is a much larger selection for most products than the Smith Street location. This location also offers a small selection of small appliances (stereo components, lights, toaster, grill etc.) as well as a small selection of kids' toys and stuffed animals. However this location is not organized as well as the Smith Street location.

Rhode Island Donation Exchange

- The RI Donation Exchange is located at 20 River Ave in Providence. It caters to homeless families, collecting and distributing more than 200,000 pieces of goods each year. This business provides Rhode Island's 30,000 children under 7 years old who live at or near the poverty level with new underwear, diapers, and socks through *Project Under Cover*. It only accepts items that are gently used and suitable for clients, the donation pick-up driver makes final decisions regarding whether or not to pick up any particular item from a donor. Items that are never accepted as donations to this organization are floor model TVs and stereos, hospital beds, pianos, or organs. Donors can arrange for a truck to come to their home to pick-up the donated items; otherwise it can be dropped off at location on River Avenue. This organization primarily collects furniture; they only have two programs for clothing. Almost all of the furniture is given to homeless families moving out of shelters in Rhode Island. Other furniture is sold in order to help support the business' charitable operations; items sold are mostly surplus, oversized, or otherwise unsuitable for clients.
- Clothing Programs:
 - *Project Under Cover*
 - RIDEP solicits, collects and distributes new, packaged underwear, diapers and socks for RI children under the age of 7 who live at or near the poverty level
 - *Project Cover Up*

- RIDEP collects and distributes over 1000 new and gently used winter coats, hats and mittens to RI families

Warde-Robe

- Warde-Robe is located at 1286 Broad Street in Central Falls, conveniently accessible by public transportation. It operates using only about 4-6 volunteers each day. Volunteers on the sales floor are tasked with bringing new merchandise to the storefront and tagging/sorting items in back. There are two rooms of merchandise, one changing room and one back room for deliveries and storage at this location. Average day traffic consists of about 60 customers and donations are accepted at any time in any season. The retail location is open Wednesday-Saturday 11:00am-2:45pm. Warde-Robe offers clothing, shoes, jewelry, bags, housewares and only small, table top appliances. They have an "Anti-smell" policy; no donations that have mothball, body odor, or smoking smells are accepted. All items are priced at under \$10.



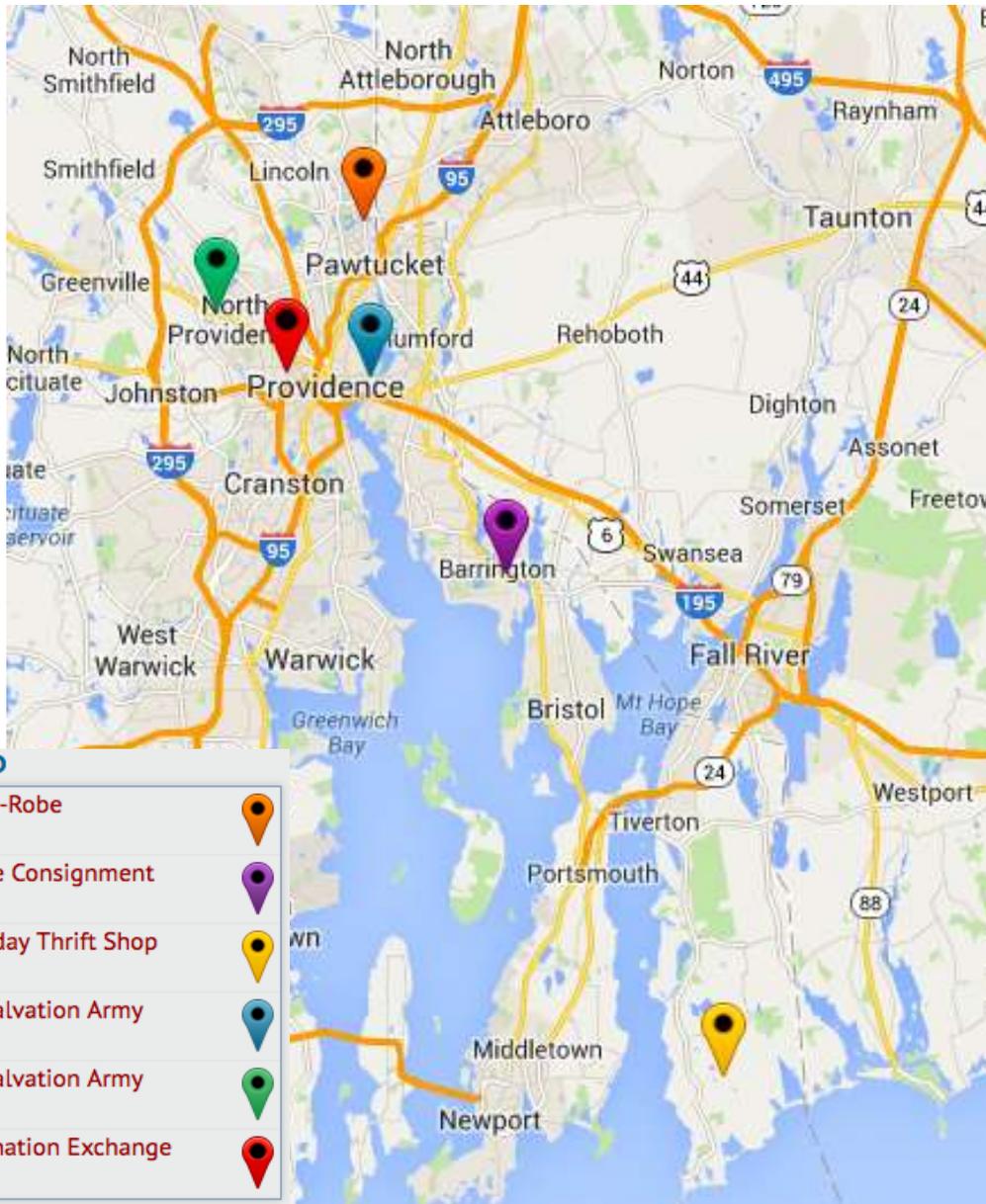
Encore Consignment

- Encore Consignment is located in the basement of St. John's Church at 191 County Road in Barrington. This location is for donations and consignment in a one-room basement, with a small area for storage. No appliances are accepted as donations, only women's clothing, jewelry, bags and shoes. Encore Consignment is operated by volunteers and there is no rent paid to operate. Due to lack of sufficient storage space, only seasonal items are donated and sold. The location is open Tues/Wed/Thurs 10:00am-4:00pm and first Saturday of every

month. Displays are organized and clean, and items are priced higher than those at the location in Little Compton (LC has more inventory).

Thursday Thrift Shop

- Thursday Thrift Shop is located at 2 Commons Road in Little Compton and has been operating for 45 Years. The business operates on donations and consignment and pays no rent because it is part of Congregational Church property. Operations are run by all volunteers and two paid staff members with minimal pay. There are two volunteers on the sales floor and one in back of shop tagging and sorting at all times during hours of operation. It is open Thursdays and Saturdays 10:00am-3:00pm, May through the first weekend in November. Products at this location include clothing, shoes, jewelry, bags and counter top appliances. Only seasonal donations are accepted and must be dropped off at the location on certain days.



LEGEND

- Warde-Robe 
- Encore Consignment 
- Thursday Thrift Shop 
- The Salvation Army 
- The Salvation Army 
- RI Donation Exchange 

<p>The Salvation Army 1895 Smith Street North Providence, RI 02911</p>	<p>Warde-Robe 1286 Broad Street Central Falls, RI 02863</p>
<p>The Salvation Army 201 Pitman Street Providence, RI 02906</p>	<p>Encore Consignment 191 County Road Barrington, RI 02806</p>
<p>RI Donation Exchange 20 Rive Avenue Providence, RI 02908</p>	<p>Thursday Thrift Shop 2 Commons Little Compton, RI 02837</p>

Clothing Drop-Off Bins in Rhode Island

Big Brothers Big Sisters

Collects gently used clothing and small household items for children.

- Bins: 44
- Donation Centers: 6

Goodwill

Accepts men's, women's, and children's clothing. Some of the donations are provided to clients who need an outfit for an interview or a one-week supply of clothing for a new job. Most is sold to neighboring Goodwill storefronts.

- Many clothing donation bins throughout the state
- Bin at their building, 100 Houghton Street, Providence, RI

Planet Aid

Planet Aid is a 501(c) 3 nonprofit organization that collects and recycles used clothing and shoes to protect the environment and support sustainable development in impoverished communities around the world

- Local Planet Aid: Milford, MA
- 20 Bins located throughout RI

Conclusion

After compiling a list of popular retail thrift shops in the Providence, Rhode Island area we have concluded that it not a good business for Crossroads to get involved with in coming up with their new Social Enterprise program. There are five well-known and reputable retail thrift stores either in or within 20 minutes of Providence. Between competing locations in close proximity to one another and all of the clothing drop-off bins that are scattered throughout Rhode Island, there is a lot of competition in this industry. Although there is a large amount of clothing in Rhode Island's waste stream, it is unlikely that Crossroad's retail thrift shop would become popular in short enough amount of time for it to be able to sustain itself as a social enterprise. If there is not a large customer base for Crossroads' retail thrift shop, it is highly unlikely that this social enterprise would be self-sustainable, making it a lot less financially feasible.

Sustainable Farming

Summary

Agriculture is a bright spot in our economy. Sustainable agriculture integrates three main goals – environmental health, economic profitability, and social and economic equity.

Sustainable farming meets environmental, economic, and social objectives simultaneously. Environmentally sound agriculture is nature-based rather than factory-based. Economic sustainability depends on profitable enterprises, sound financial planning, proactive marketing, and risk management. Social sustainability results from making decisions with the farm families and the larger community's quality of life as a value and a goal.

Logistics

Sustainable farming is an attractive option for Crossroads, RI to pursue due to its up-and-coming nature in today's economy. However, from a financial standpoint, it is more viable to partner with an existing farm than it is to start from scratch. Partnering would eliminate the need to purchase a new plot of land and buy farming tools, saving Crossroads, RI a lot of financial resources. Crossroads would also benefit from a partnership because of the expertise that is already present in existing sustainable farming businesses.

Location

Crossroads would have two options in regard to sustainable farming location. The first option would be to purchase a new plot of land wherever it is available and work the land to prepare it for farming. Another option would be to partner with existing sustainable farming sites that are conveniently located near Crossroads, RI. One of these potential partnership sites would be with Urban Edge Farm.

Potential Partnerships

Urban Edge Farm

Urban Edge Farm is a 50-acre farm in Cranston where seven new farmers grow. On Urban Edge Farm, Southside Community Land Trust manages a unique program that 'grows' a new generation of farmers.

In 2002, as part of the State of Rhode Island's Open Space Preservation Act, the land was purchased and preserved by the Rhode Island Division of Agriculture. SCLT is managing the

property for the State and restoring 35 of its acres to active farmland.

Just 8 miles from our south Providence office, Urban Edge Farm is an ideal site for growing produce, educating new farmers and the public. Urban Edge Farm is a model farm demonstrating environmentally sound land stewardship and farming practices.

The farm hosts new farmers who collaboratively manage the farm's operation and maintenance. The farm also offers opportunities for volunteers to work alongside the farmers and hosts farm-related public events. The food grown by farmers at Urban Edge Farm feeds Community Supported Agriculture (CSA) shareholders, Farmers' Market customers, and diners at local restaurants, soup kitchens and food pantries.

The Rhode Island Food Policy Council (RIFPC)

The Rhode Island Food Policy Council has become dedicated to growing the food economy and of course creating jobs.

Mission

The Rhode Island Food Policy Council's work will be coordinated by a statewide collaboration of diverse, committed and engaged stakeholders from all sectors of the food system.

The Rhode Island Food Policy Council will create partnerships, develop policies and advocate for improvements to the local food system to increase and expand its capacity, viability and sustainability.

VISION

The Rhode Island Food Policy Council envisions a day when Rhode Island's food system will be a national model because of the strength of its local food system and its success at achieving community food security and optimal public health.

We envision a Rhode Island where safe, nutritious and culturally appropriate food is accessible and affordable in every Rhode Island community and in which an increasing proportion of the state's food supply is raised, caught, and processed locally.

We envision a Rhode Island in which the local food system is a growing component of the state's economy, a connecting

framework for stakeholders across multiple sectors (production, distribution, access, public health and resource recycling) and a creator of new jobs and cottage industries that contribute to the state's long-term economic viability.

Opportunities

Sustainable farming would provide Crossroads clients with job training opportunities in farming and operations, among other things. Job training in this growing sector of the economy will prove to be valuable for participants in the program.

Financial Feasibility

From a financial standpoint, it is more viable to partner with an existing farm than it is to start from scratch. Partnering would eliminate the need to purchase a new plot of land and buy farming tools, saving Crossroads, RI a lot of financial resources. No matter what a sustainable farm grows, they need to sell it at a profit if they're going to stay in business.

Conclusion

Sustainable farming is financially and feasibly an attractive option if Crossroads was to partner with an established sustainable farming business. However, this opportunity may not provide the most useful form of job training for clients moving into the Rhode Island work force. Even though Agriculture is popular and growing, there is still not an enormous job market for the skills clients would acquire when utilizing this program.

Recycling Centers

Summary

Recycling is the process of reusing and reconditioning previously used materials so that they can then be used again to make new products. When done correctly, recycling conserves the natural resources associated with these products as well as lowering the environmental impacts associated with producing goods. There are many different products that are commonly recycled, including glass, paper, and metal. Organic matter is also utilized through the process of composting. In many areas of Rhode Island, there are recycling services that will come and gather the recycled materials by manner of curbside pickup. The materials are then transported to a recycling center to be processed. If people are not using or offered the curbside pickup option, they can utilize local drop boxes or go directly to their local recycling center to drop off the materials for processing.

Logistics

In order to have a successful recycling program there are some necessary requirements to include in operations. It is important to have bins located around the area of operation in order to allow community members to recycle materials if they do not have curbside pickup. Recycling centers must have the vehicles necessary for the transportation of different recycled materials from both the drop boxes and curbside pickup. Once the materials reach the recycling facility, it is important that the facility is well organized and that there are areas designated for each of the different recycled products. For example, this could include paper, metals, glass, and plastics areas inside the center.

Location

Currently one of the largest operators in Rhode Island is the Rhode Island Resource Recovery Corporation (RIRRC) in Johnston that utilizes a 'Materials Recycling Facility'. This plant is one of the largest in New England at 76,550 square feet. The staffing required for this size of a facility is 61 employees.

Opportunities

The possible job training opportunity that arises from this form of the waste stream would include basic organizational and workplace training (being on time, having set jobs throughout day, etc.) in order

to establish a base for clients of Crossroads, RI to build upon in the future.

The opportunities offered through recycling programs are vast due to the fact that there are currently 26 different kinds of recycling businesses. These include collection, processing, transportation, and recycling training. For those in the collection and transportation process, the training required would include knowing how to use the collection vehicles as well as how to maintain in the case that something was to happen. As for the processing sector, these individuals would be in charge of sorting out the reusable items from those that are to be further processed. These reusable materials can include clothing that would need to be washed prior to resale. As for the materials that make it through this section, they are sorted to their respective bins and broken down to be able to be used as raw materials for further production purposes. This would require a training program based around the different materials that are to be accepted at the recycling center, not those that are to be declined.

Financial Feasibility

Due to the expenses from building, operating, and maintaining a recycling center large enough to have any impact on the area and create sustainable jobs, the financial feasibility of this form of waste stream management is low. However, if Crossroads, RI was able to form a partnership with recycling centers in the surrounding areas, such as RIRRC or Waste Management, it could be possible for Crossroads to create some job training opportunities associated with those recycling centers.

Conclusion

The information gathered through research points to the fact that if Crossroads, RI was looking to utilize recycling as their sustainable work entity, they would need to have some sort of partnership with local recycling centers, such as RIRRC. This is due to the fact that organizations such as RIRRC and Waste Management already dominate the market in Rhode Island. Work in recycling processes requires more extensive training, making on site personnel who can guide Crossroads clients through the proper steps and processes at the job site essential. This is to ensure safety as well as to uphold all state rules and regulations regarding this practice.

Electronic Waste

Summary

Electronic waste is a term associated with electronic products that have become unwanted, obsolete, or have reached the end of their useful lifetime. Since technology is constantly advancing, many electronic devices are beginning to become trash over only a few years of use. Instead of throwing these items away and having these components fill landfills across the globe, the process of using electronic waste for recycling purposes has become a viable option for organizations nationwide. Most all electronic waste contains some form of recyclable material, whether it is plastics, glass, or metals.

Logistics

There are currently two different approaches when it comes to the recycling of electronic products. The first of these two approaches is de-manufacturing. This process involves the dismantling in order to recycling all raw materials/products found in each of the electronic waste products. These components can then be reused and sent to different companies associated with that form of recycling. Trained technicians do much of the dismantling/de-manufacturing with knowledge on the different materials that can be salvaged. The second of these processing is called shredding. In this process, electronics are loaded into pieces of shredding equipment. This process allows recycling to recover the maximum value of these components due to the metals used in electronics. This process requires few workers due to much of the work being accomplished by large pieces of shredding equipment.

Location

If Crossroads were to pursue an electronic waste option for a social enterprise, a partnership with an existing electronic waste entity would be essential. This would make the location of this entity dependent on the partnership chosen. Rhode Island Resource Recovery Center offers free e-waste recycling for Rhode Island residents as well public & private schools. There are multiple other locations around Rhode Island, Connecticut, and Vermont. In addition, Goodwill Industries of RI currently accepts all types of E-waste for their 'E-waste Training Program' with E-waste being defined as "anything with a plug". They have 24-hour drop box located in the front of the building.

Opportunities

As for opportunities including electronic waste, the processes associated with this form of waste-stream management would require training programs for those who are looking to utilize this form of recycling. The training would involve gaining knowledge on the salvageable components of the electronic waste stream as well as learning how to use the shredding equipment (if using a facility that has this available). Furthermore, any organizations looking to utilize this as a self-sustaining business entity must abide by state laws regarding the disposal of electronic waste.

Financial Feasibility

The costs associated with running an E-waste recycling program include a training program and staffing, drop boxes at the recycling locations, as well as a location where this operation can take place. In order for this option to be feasible Crossroads, RI would have to collaborate with RIRRC (or another prominent E-waste recycling center) in order to have the proper equipment without assuming a large financial burden.

Conclusion

According to contact between Saint Vincent De Paul and the Roger Williams business team, we conclude that although E-waste is a part of the waste stream that is underutilized, there are many specific rules and regulations regarding this product line depending on the area you are in. Along with this, extracting electronic waste from the waste stream is a more costly procedure and has to have well-trained staff working at all lines of the processes. If Crossroads still wanted to pursue this option, the best method for Crossroads would be to partner with another organization, such as Green Recycling Company, who is already working with this portion of the waste stream. Otherwise, electronic waste is not an attractive option for Crossroads to pursue as a social enterprise in the near future.

Food Services

Summary

Crossroads serves a hot dinner five evenings a week to an average of 100-150 people. The team that prepares these meals consists of a part-time chef (Chef Dave) and a few volunteers each day. The dining room in which this meal is served in is located in the basement of 160 Broad Street, Crossroads Rhode Island. John Macdonald is the Vice President of Adult Services and whom Chef Dave reports to.

Logistics

For any volunteer at Crossroads there is a general orientation that is based around their core values of safety, respect and effectiveness as well as general program information. For the Food Service Program, Chef Dave gives a brief orientation about the kitchen as well as instructions on the three phases that volunteers help with: food preparation, serving and cleanup. The ideal amount of volunteers per night is no more than 5 volunteers assigned to each of the phases. It is not consistent with the number of volunteers every day, sometimes there are that many people but other time there are not enough people to help. Crossroads also works with Johnson and Wales University (JWU) to recruit their work-study students and culinary interns to work with Chef Dave; there are usually 1 or 2 people per day from JWU to help.

Location

The dining room in which this meal is served in is located in the basement of 160 Broad Street, Crossroads Rhode Island.

Opportunities

This program will create at least fifteen jobs for people looking to participate in the internship program, possibly even more if the program expands with the high number people that will be available to work as a result of this venture. The participants of this program would learn the skills and techniques needed to work in the food service industry as well as the responsibility of maintaining a job.

Financial Feasibility

Since this food program already exists as a functioning part of Crossroads RI daily operations and transportation would not be necessary for the clients to get to the worksite, this social enterprise program is financially feasible because it would be accompanied by minimal cost.

Conclusion

A solution for Crossroads job training Program as well as ensuring that Chef Dave has enough help on all five days that the kitchen is open and serving meals, an internship program can be implemented for the Crossroads clients where they are trained to assist Chef Dave in the kitchen. This is a different take on the social enterprise idea but is definitely feasible since the kitchen is already up and running and the positions exist. Since the kitchen is located at 160 Broad Street (Crossroads Rhode Island) where a large number of Crossroad's clients are housed, it makes for little or no commute for the participants of the program.

Composite Waste

Summary

Composite waste is a heterogeneous mix of trash composed of different types of materials. Examples of the diverse materials that composite waste is made up of are paper, cloth, plastic, and glass along with other materials. The most common composite waste is fiberglass and carbon fiber, two very strong, high quality, and durable materials that are used for various purposes. There are currently no common uses for recycled composite waste but many potential uses are being studied. One of these uses that are most compelling to researchers is using the composite waste in the making of concrete. The composite waste would be part of the aggregate required to bond the cement together.

Logistics

Composite materials are used in a wide range of applications such as automotive, aerospace and renewable energy industries. These materials provide design engineers with superior quality and long life span. The high strength along with the low weight and minimal maintenance for these composite materials is what makes them so appealing to use. Recycling these composite materials would contribute to the sustainability and sustainable development of industrial process as well as resource and energy saving. Although metals, class thermal plastics and many other like materials are currently recycled to a great extent. Composite materials are different from these common materials in the sense that they have not yet been properly recycled. This is primarily because of their inherent heterogeneous nature of the matrix and the reinforcement of the material – leading to poor recyclability outcomes.

Location

At this point in time there are not any companies in the United States recycling composite waste. Facilities do exist in some European countries such as Germany, France and Norway. These facilities are not greatly used and have very little output, the reason for this being that they have difficulties in finding markets for their materials. The feasibility of recycling composite materials has been proven on an industrial scale but lower scale levels of these ventures are currently uneconomical. Since the facilities need to be a large venue, as a lot of

expensive and heavy equipment is needed to operate this social enterprise.

Opportunities

There is a great amount of resources in the waste stream and there would be a lot of positions that would need to be filled by clients in order to run this entity. Clients would be needed to sort and clean the usable composite waste, operate machinery, and drive the trucks that transport both the waste as well as the recycled product to and from the recycling facility.

Financial Feasibility

Based on industry research, at this point in time very few companies are recycling composite waste and making it into new materials because of how expensive it is. There is still a lot of research being conducted to find a cheaper way to recycle these types of materials. Once a cheaper and less complicated method is developed, it will definitely be worth it for Crossroads to look into this business venture. There is a great amount of resources in the waste stream and there would be a lot of positions that would need to be filled by clients in order to run this entity.

Conclusion

The *Phase I* team originally decided to pursue this product line due to how much of it exists in the waste stream. Composite materials are widely being used in automotive, construction, transport, aerospace and renewable energy industries. With the large number of automotive and transport products in Rhode Island such as cars and boats, the team initially inferred that there would not be a short supply of this product line in Rhode Island's own waste stream. After further researching into the process of recycling composite waste, we learned that it is not an industry that is sophisticatedly developed and a lot of research is still being conducted within the industry to find an economically sustainable way of recycling all of these materials. The lack of development in this field as well as the high costs to recycle this type of material as of right now makes this a non-feasible option for Crossroads Rhode Island as a social enterprise program.

Phase II Action Plan

Through months of discussion, research, and goal setting, the information discovered in *Phase I* will be utilized by Crossroads RI and a *Phase II* team of Roger Williams University students in the near future in continuation of this project.

Continue Research

The *Phase II* business planning team at Roger Williams University will utilize the business case produced by the *Phase I* team in order to select, draft a business case, and implement a social enterprise at Crossroads, RI. After carefully reviewing *Phase I*, *Phase II* team will first further research opportunities regarding expanding donation acceptance, online book sales, and possible partnerships with waste management of Rhode Island.

Expanded donation acceptance and online book sales are intended as supplemental options to assist in financially supporting the social enterprise that is selected by *Phase II* to be implemented at Crossroads, RI. These two entities are projected to be low financial burdens while creating job training and revenue producing opportunities.

Expanded Donation Acceptance

An issue that Crossroads is currently facing is that they do not have the storage space to accept all donations; they primarily seek items that are new or unused and can be utilized immediately or that require little storage space. With some more space they would potentially be able to accept more donations to assist with helping more families. With an expansion to their storage space, Crossroads would be able to collect more donations and assist a larger number of individuals and families. Expanding their storage space and accepting a greater amount of donations could also create some jobs for clients of Crossroads. The jobs would entail all of the sorting that needs to be done with all of the additional donations, among other things. Further research should be conducted during *Phase II* due to the fact that this practice would benefit Crossroads clients in more way than one and it would not prove to be a great financial burden on Crossroads' current operations.

Online Book Sales

The majority of online book sales revolve around the donation and gathering of old or used books in order to turn around and sell them in a retail outlet or online. With this product line in modern times, consumers rely heavily on websites for the ordering and delivery of books. The *Phase II* team should further research this option as a possibility for Crossroads, RI to pursue in addition to whatever social enterprise it chooses. Gathering book donations to sort, list online, and then sell would provide additional training opportunities for Crossroads clients in many areas as well as removing this product line from the waste stream in Rhode Island.

Partnership with Waste Management

In Rhode Island, Waste Management offers curbside pickup, dumpsters, recycle by mail, electronics recycling, and Bagster bag which can be used by any resident or business and be filled with up to 3,300lbs of debris or waste that will later be picked up by Waste Management. The company also has recycling centers all throughout Rhode Island. Disposing of waste in an environmentally-friendly manner is crucial to businesses. Experts at Waste Management assess waste streams at businesses and develop the right recycling and disposal solution for them on an individual basis. *Phase II* should pursue a possible partnership with Waste Management, depending on the social enterprise they choose to further examine and implement.

Select Two 'Most Appropriate' Options

The *Phase II* team will make an informed decision in selecting which two social enterprise entities to further examine for serious consideration to implement at Crossroads, RI. Recommendations in the executive summary of *Phase I* should be heavily weighted in this decision.

After selecting two different attractive options, the Phase II team will conduct further extensive research to examine specific financial, logistical and geographical implications of each of the options. A large emphasis should be kept on the potential for the social enterprise to create as many valuable job-training opportunities as possible. This will allow for the largest number of Crossroads, RI clients to benefit from this social enterprise program.

Final Selection

Phase II will then select one of the two options to draft a business case around. This business case should be extensive and include all necessary information for business operations for the selected social enterprise. There should also be an implementation plan included in this business case to be utilized by Crossroads, RI.

Grants and Funding

After selecting a social enterprise to implement, *Phase II* team should seek outlets for possible start-up funding for the program in the form of grants (governmental, state, etc.). Extensive research should be conducted on whether or not the selected business entity is eligible for any grants. If it is, *Phase II* team should begin applying for said grants.

Apply Marketing Plan

The last step in *Phase II* should be to apply and adjust the marketing plan drafted in *Phase I* to suit the chosen option.

Appendix A-D

Crossroads Rhode Island

May 6, 2014

Appendix A
Logo Option One



**COLLABORATIVE
ENGAGEMENT**



**COLLABORATIVE
ENGAGEMENT**

Appendix B
Logo Option Two



Appendix C
Logo Option Three



Appendix D
Logo Option Four

SUSTAINING FUTURES

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Roger Williams University
One Old Ferry Road
Bristol, Rhode Island 02809

cpc@rwu.edu
<http://cpc.rwu.edu>