

FORD FOUNDATION



AN EXPERT MEDIA RESOURCE GUIDE

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Laufer Green Isaac is the strategic communications consultant to the Ford Foundation Corporate Involvement Initiative:

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About this Guide

Businesses are taking a new look at America's underserved and underinvested communities and the people who live there. Many companies are already reaping the benefits of investing in low-income communities and their residents to tap new markets, meet their human resource challenges, manage their physical and financial assets, build community relations and brand image, and develop procurement sources.

Businesses are creating win-win relationships with communities and discovering that both are bound in the common quest for wealth creation, asset building, and sustained prosperity. From distressed rural areas to hardscrabble inner cities, formerly unlikely communities are transforming themselves into some of America's most competitive places to do business.

To engage in these new business approaches, some companies are forming strategic alliances with intermediary organizations such as nonprofit developers, employer organizations and trade councils, high schools, and community colleges. These resources can assist businesses that want to find an able and willing workforce, expand facilities, connect with high-performing small businesses, and develop untapped markets.

In response to this emerging trend, in which companies can realize competitive advantage through community investment, the Ford Foundation launched the Corporate Involvement Initiative. This Initiative aims to increase corporate investment in America's low-income communities by working with companies to create broad awareness of the varied opportunities that exist to create revenue, income and wealth.

To aid journalists in researching and reporting on these exciting new activities in America's underserved communities, we have assembled this media resource guide of business and community-based intermediaries working in the community investment arena. These organizations serve many functions – from conducting state-of-the-art research to acting as information clearinghouses, providing strategic advice to business leaders, and brokering business relationships.

In these pages, you will find information about diverse organizations and individuals who can serve as expert resources or provide analysis on a variety of community and economic development topics, including how businesses are undertaking innovative approaches to gain a strategic advantage through community investment in the face of competitive demands. These individuals and their organizations provide a keen understanding of both the business and community benefits arising from corporate-community investment. They can also tell the stories of community residents whose lives are being altered in positive ways by corporate-community investment and the imaginative executives behind these strategies.

This resource guide provides relevant organizational and contact information for the leading national nonprofit, academic and business institutions that work in areas related to corporate involvement in community and economic development – more specifically on business issues related to (1) developing untapped markets, (2) human resources, (3) real estate decisions and other corporate assets, (4) brand building and community relations, and (5) purchasing, procurement and outsourcing.

For immediate assistance relative to any topics within this guide

The Ford Foundation's communications consultant, Laufer Green Isaac, can respond to media inquiries, facilitate access to needed information, and arrange for interviews with myriad spokespeople, including community economic development experts, corporate executives, and community residents who have benefited from a successful corporate-community partnership. The Laufer Green Isaac team can also help identify the most relevant spokesperson relative to a specific subject matter or story angle.

About The Ford Foundation Corporate Involvement Initiative

The Ford Foundation Corporate Involvement Initiative (CII) is working with the business sector on community and economic development through the use of core business resources and competencies. Although business traditionally has utilized philanthropy as a tool to address social issues, it has the potential to make a far greater impact through everyday decisions on such issues as how it secures and invests capital, where it conducts business, who it hires, how it treats workers, which products and services it buys and sells, with whom it trades, and where it establishes work sites, including retail establishments. The initiative seeks to broaden corporate involvement in community and economic development by fostering win-win corporate-community relationships on a broad scale.

Overview

Section I: Competitive Advantage Through Community Investment

- Inner cities offer companies highly concentrated areas of buying power. Inner-city consumers constitute \$85 billion in annual retail buying power – far more than the entire country of Mexico. Approximately 25 percent of inner-city retail demand is unmet by retailers in the inner city.
- Unemployment was as low as 4.2 percent in February 2001, and manufacturers have been facing a severe shortage of qualified skilled workers. According to a recent survey by the National Association of Manufacturers' Center for Workforce Success, 60 percent of manufacturers typically reject half of all job applicants as unqualified.
- 54 percent of workforce growth over the next 10 years will come from minority communities, which are heavily concentrated in urban areas.
- Minority- and women-owned businesses supply more than \$40 billion in goods and services to America's corporations. They represent one of the fastest growing segments of the U.S. economy, based on the Small Business Administration's Office of Advocacy.
- The 1999 Conference Board Millennium Poll found the primary factor influencing public impression of individual companies is the social responsibility displayed by a firm. Six in 10 respondents to the poll listed social responsibility – as expressed by labor practices, business ethics, and responsibility to society or environmental impacts – as the top trait that influences a company's reputation.
- Real estate, including office buildings, manufacturing plants and warehouses, often comprise 30 percent or more of corporate assets. Inner-city locations can offer companies lower costs, as well as efficient transportation and distribution options.

Business Issues

Section II: Key Business Issues

Development of Untapped Markets

Confronted with today's competitive business environment, businesses are accelerating their push into foreign markets. But, according to research conducted by the nonprofit Initiative for a Competitive Inner City (ICIC), there is a substantial untapped market very close at hand: America's densely populated inner cities. They offer businesses highly concentrated buying power and the opportunity to develop new ideas and products for specialized markets. The unmet demand in these areas ranges from 25 percent to 60 percent.

Research shows that inner-city residents have preferences that are common to all consumers; they want quality goods and services, branded offerings, competitive prices, and quality customer service. And they have the dollars to back up their preferences. According to ICIC, "conservatively, inner-city consumers constitute \$85 billion in annual retail buying power – far more than the entire country of Mexico."

Businesses are discovering that untapped communities – rural, as well as inner-city areas – can be a profitable source of revenue. Many of these companies collaborate with community organizations and nonprofit brokers to gain access to these substantial untapped markets and to engage in the new product development.

Select Resources for Developing Untapped Markets

Business for Social Responsibility (BSR) offers its 1,400 business members resources, information and technical assistance on successful corporate strategies for emerging markets, site selection, purchasing/procurement and workforce development and other areas. Services include the Global Business Resource Center, an online source of information and guidance to business on community and economic development, human rights, environmental, governance and other issues of corporate social responsibility.

For more information contact:

Bill Boler, Vice President, Business and Community Economic Development

609 Mission Street, 2nd Floor

San Francisco, CA 94105

P: (415)537-0890 X136 F: (415)537-0889

www.bsr.org

The Center for Community Capitalism in the Kenan Institute of Private Enterprise, University of North Carolina at Chapel Hill provides research and analysis to firms on business opportunities in untapped markets, including the market potential and impact of electronic commerce on low-income neighborhoods.

For more information contact:

Michael Stegman, Director

The University of North Carolina at Chapel Hill

Campus Box 3440

The Kenan Center

Chapel Hill, NC 27599-3440

P: (919) 962-8839 F: (919) 962-8202

www.kenaninstitute.unc.edu

The Committee for Economic Development is an independent, nonpartisan association of business and academic leaders known for its research and policy activities regarding critical economic and social issues, such as growth and productivity of the U.S. economy, free global trade, and greater opportunity for all Americans.

For more information contact:

Charles Kolb, President, or Claudia Feurey, Vice President, Communications and Corporate Affairs

477 Madison Avenue

New York, NY 10022

P: (212) 688-2063 F: (212) 758-9068

www.ced.org

The Conference Board, a trusted source of business information for nearly a century, is a business-membership organization that provides executive conferences, research and case studies on the country's most innovative and successful practitioners of corporate involvement in community economic development.

For more information contact:

David Vidal, Research Director for Global Corporate Citizenship

845 3rd Avenue

New York, NY 10022-6679

P: (212) 759-0900 F: (212) 980-7014

www.conference-board.org

The FutureWorks Company is a strategy consulting firm focusing on regional institutions of economic, workforce, and civic development. The firm also supports learning collaboratives among such institutions, including corporate-led civic organizations, and carries out research and analysis of related public policy.

For more information contact:

Brian Bosworth, President

67 Leonard St., Suite 1

Belmont, MA 02478

P: (617) 484-4443 F: (617) 484-5876

www.thefwcompany.com

Initiative for a Competitive Inner City is a leading source of vital business data and economic analysis, demonstrating the market potential in America's inner cities.

For more information contact:

Deirdre Coyle, Senior Vice President and Director of Communications, or

Anne S. Habiby, Executive Vice President and Director of Research and Strategy

727 Atlantic Avenue, Suite 600

Boston, MA 02111

P: (617) 292-2363 F: (617) 292-2380

www.icic.org

Local Initiatives Support Corporation (LISC) assists community development corporations (CDCs) in transforming distressed neighborhoods into healthy communities. Among other things, this national organization provides low-cost financing and technical assistance for supermarkets, franchise ventures and other retailing in inner-city communities.

For more information contact:

Jeff Armistead, Senior Vice President

733 Third Avenue

New York, NY 10017

P: (212) 455-9800 F: (212) 682-5929

www.liscnet.org

National Congress for Community Economic Development (NCCED) is a national trade association for community-based organizations. It offers a variety of services to businesses interested in corporate-community partnerships, including brokering relationships with local community-based organizations. NCCED's areas of special focus are telecommunications, retail/franchising and health care.

For more information contact:

John Nelson, Director of the Corporate Partnership Program, or

Lisa Ransom Brown, External Relations Manager

1030 15th Street, N.W., Suite 325

Washington, DC 20005

P: (877) 446-2233 F: (202) 289-7051

www.ncced.org

Neighborhood Reinvestment Corporation provides strategic counsel, field expertise and research data to insurance companies and other businesses interested in tapping the market potential of inner-city neighborhoods.

For more information contact:

Todd Pittman, National Insurance Manager
1 Georgia Center
600 W. Peachtree Street, Suite 1950
Atlanta, GA 30308
P: (404) 347-1004 F: (404) 347-1005
www.nw.org/nrc

One Economy Corporation is a nonprofit organization that is fostering national strategies that help low-income people raise their standard of living, build assets and connect to the social and economic mainstream through technology in their homes.

For more information contact:

Ben Hecht, President and COO
1899 L Street, N.W., Suite 600
Washington, DC 20036
P: (202) 955-8422 F: (202) 955-8430
www.one-economy.com

Shorebank Corporation is the nation's premier community development bank. Shorebank Advisory Services is in the process of developing a comprehensive inner-city database and a set of market research tools that will provide the vital market intelligence needed for selecting sites and targeting market segments in untapped markets.

For more information contact:

Shelly Herman, Managing Director
1950 East 71st Street
Chicago, IL 60649-2096
P: (773) 753-5694 F: (773) 753-5880
www.shorebankadvisory.com

Social Compact has created a pioneering market analysis model – the Neighborhood Market Drill Down – built on innovative sources of dependable, business-oriented data that will support successful investment decisions in inner-city markets. Its Social Compact Awards program recognizes model business strategies for investing in traditionally undervalued neighborhoods.

For more information contact:

Lynn Reilly, Chief Executive
5225 Wisconsin Avenue, Suite 204
Washington, DC 20015
P: (202) 686-5161 F: (202) 686-5593
www.socialcompact.org

Human Resources Challenges

Across the nation, unprecedented economic growth and continuously changing technological demands have made it increasingly difficult for employers to find workers who possess the skills needed in today's workplace. A recent U.S. Census Bureau National Employer Survey showed that 75 percent of employers reported the skills required to perform production and support jobs had increased over the prior three years.

Old methods of recruiting, hiring, training, and advancing workers are not meeting the needs of either employers or employees. Maintaining the competitive advantage depends upon finding and keeping highly skilled and thoroughly trained workers.

According to the national organization Jobs for the Future, "Having the proper fit when a person is hired yields a significant return on investment, reducing both turnover and the need for in-house training." The National Association of Manufacturers' Center for Workforce Success reports that "increasing the level of workers' education by one year boosts productivity by 8.5 percent in manufacturing." Further, a study by the National Bureau of Economic Research found that "formal employer-provided training increases productivity anywhere from 10 percent to 16 percent."

Employers in a variety of industries are deriving enormous benefits from alliances with community organizations, employer trade associations, high schools and community colleges that are working with companies to address their human resource challenges. These alliances provide demand-driven, employer-oriented solutions, helping to bring prepared new workers to the right jobs and helping to upgrade the skills of incumbent workers.

Select Resources for Developing Workforce Training Solutions

The FutureWorks Company is a strategy consulting firm focusing on regional institutions of economic, workforce, and civic development. The firm also supports learning collaboratives among such institutions, including corporate-led civic organizations, and carries out research and analysis of related public policy.

For more information contact:

Brian Bosworth, President
67 Leonard St., Suite 1
Belmont, MA 02478
P: (617) 484-4443 F: (617) 484-5876
www.thefwcompany.com

Jobs for the Future (JFF) can provide businesses with human resource solutions in the form of effective models and strategies that employers can implement to build a highly skilled workforce. JFF links employers to networks of local educational institutions and organizations that provide training, skill development and support programs tailored to a firm's needs.

For more information contact:

Jerry Rubin, Vice President for Building Economic Opportunity
88 Broad Street, 8th Floor
Boston, MA 02110
P: (617) 728-4446 F: (617) 728-4857
www.jff.org

National Association of Manufacturers/Center for Workforce Success is a century-old, nationally respected trade organization for manufacturers offering educational information, industry data and resources for developing innovative workforce solutions for manufacturers seeking a skilled labor pool.

For more information contact:

Phyllis Eisen, Executive Director
Center for Workforce Success
1331 Pennsylvania Avenue, N.W., 6th Floor
Washington, DC 20004
P: (202) 637-3000 F: (202) 637-3182
www.nam.org

U.S. Chamber of Commerce/Center for Workforce Preparation is the largest business federation in the world. It provides educational information and local community-based resources to businesses of all sizes and industries seeking solutions to worker shortages and training challenges.

For more information contact:

Beth Buehlmann, Executive Director
Center for Workforce Preparation
1615 H Street, N.W.
Washington, DC 20062-2000
P: (202) 463-5525 F: (202) 463-3188
www.uschamber.com

Real Estate Decisions and Other Corporate Assets

Managing a corporation's assets, both physical and financial, can be enhanced through investment in community economic development, resulting in strategic competitive advantages for firms. Office buildings, manufacturing plants, and warehouses often comprise up to 30 percent, or more, of corporate assets. Managing those assets, locating suitable sites, and maintaining property and operations are critical aspects of corporate viability.

Many corporations have found that working with community developers and nonprofit groups, already experienced in real estate and neighborhood revitalization, creates the basis for successful relocation or expansion of physical assets. In addition, such ties can help an employer identify and train local residents who would be reliable workers. And, an alliance with nonprofit organizations can build trust with residents, local institutions, and local small merchants in a community.

Other businesses have invested their financial assets in investment funds that yield returns and contribute to business and economic growth in disadvantaged areas. These companies often team with equity fund managers and nonprofit corporations to identify the best markets. Through careful analysis and joint ventures, corporations are uncovering new opportunities for capital investment in reliable growth-oriented businesses in underserved markets.

Select Resource for Facilitating Real Estate and Other Corporate Asset Decision

Business for Social Responsibility (BSR) offers its 1,400 business members resources, information and technical assistance on successful corporate strategies for emerging markets, site selection, purchasing/procurement and workforce development and other areas. Services include the Global Business Resource Center, an online source of information and guidance to business on community and economic development, human rights, environmental, governance and other issues of corporate social responsibility.

For more information contact:

Bill Boler, Vice President, Business and Community Economic Development
609 Mission Street, 2nd Floor
San Francisco, CA 94105
P: (415) 537-0890 F: (415) 537-0889
www.bsr.org

The Calvert Social Investment Foundation (Calvert Foundation) is dedicated to creating community investment as a new asset class. Through its below-market financial instruments and online information services, the Calvert Foundation enables individuals and institutions to channel capital to disadvantaged communities.

For more information contact:

Shari Berenbach, Executive Director
4550 Montgomery Avenue
Bethesda, MD 20814
P: (800) 248-0337 F: (301) 654-7820
www.calvertfoundation.org

The FutureWorks Company is a strategy consulting firm focusing on regional institutions of economic, workforce, and civic development. The firm also supports learning collaboratives among such institutions, including corporate-led civic organizations, and carries out research and analysis of related public policy.

For more information contact:

Brian Bosworth, President
67 Leonard St., Suite 1
Belmont, MA 02478
P: (617) 484-4443 F: (617) 484-5876
www.thefwcompany.com

Initiative for a Competitive Inner City (ICIC) is a leading source of vital business data and economic analysis, demonstrating the market potential in America's inner cities.

For more information contact:

Deirdre Coyle, Vice President, Director of Communications, or
Anne S. Habiby, Executive Vice President, Research and Strategy
727 Atlantic Avenue, Suite 600
Boston, MA 02111
P: (617) 292-2363 F: (617) 292-2380
www.icic.org

Local Initiatives Support Corporation (LISC) assists community development corporations (CDCs) in transforming distressed neighborhoods into healthy communities. Among other things, this national organization provides low-cost financing and technical assistance for supermarkets, franchise ventures and other retailing in inner-city communities.

For more information contact:

Jeff Armistead, Senior Vice President
733 Third Avenue
New York, NY 10017
P: (212) 455-9800 F: (212) 682-5929
www.liscnet.org

National Community Capital Association is a membership organization of community development financial institutions (CDFIs), including community development loan funds, credit unions, venture capital funds, and micro-enterprise lenders. National Community Capital helps investors make sound community investing decisions that benefit economically disadvantaged people and communities.

For more information contact:

Mark Pinsky, President and CEO
Public Ledger Building
620 Chestnut Street, Suite 572
Philadelphia, PA 19106
P: (215) 923-4754 F: (215) 923-4755
www.communitycapital.org

National Congress for Community Economic Development (NCCED) is a national trade association for community-based organizations. It offers a variety of services to businesses interested in corporate community partnerships including brokering relationships with local community-based organizations. Its areas of special focus are telecommunications, retail/franchising and healthcare.

For more information contact:

John Nelson, Director of the Corporate Partnership Program, or
Lisa Ransom Brown, External Relations Manager
1030 15th Street, N.W., Suite 325
Washington, DC 20005
P: (877) 446-2233 F: (202) 234-7051
www.ncced.org

Social Investment Forum (SIF) is a national nonprofit membership organization dedicated to promoting the concept, practice and growth of socially and environmentally responsible investing. The Forum's membership includes over 500 social investment professionals and institutions.

For more information contact:

David Berge, President, or

Todd Larsen, Communications

1612 K Street, N.W., Suite 650

Washington, DC 20006

P: (202) 872-5319 F: (202) 822-8471

www.socialinvest.org

Branding and Corporate Citizenship

The Millennium Poll, sponsored in 1999 by The Conference Board and The Prince of Wales Business Leaders Forum, found that the primary factor influencing the reputation of a company among consumers is the social responsibility displayed by the firm. Six in 10 respondents to the poll listed social responsibility, including labor practices, business ethics, responsibility to society, or environmental impacts, as the top most influential factor in a company's image. This figure was even higher among opinion leaders. Respondents listed brand quality and reputation as the second most influential factor in the perception of a company.

Companies that do business in a manner that is responsive to the concerns of its multiple stakeholders enjoy strategic business advantage. A company's brand image can be enhanced when it is identified with issues that strongly appeal to its customers and employees. Once such a positive image has been established, companies can build strong loyalty among employees and customers and position themselves favorably in the marketplace.

Select Resources for Branding and Corporate Citizenship

Business for Social Responsibility (BSR) offers its 1,400 business members resources, information and technical assistance on successful corporate strategies for emerging markets, site selection, purchasing/procurement and workforce development and other areas. Services include the Global Business Resource Center, an online source of information and guidance to business on community and economic development, human rights, environmental, governance and other issues of corporate social responsibility.

For more information contact:

Bill Boler, Vice President, Business and Community Economic Development

609 Mission Street, 2nd Floor

San Francisco, CA 94105

P: (415) 537-0890 F: (415) 537-0889

www.bsr.org

The Center for Corporate Citizenship at Boston College is a corporate membership organization affiliated with the Wallace E. Carroll School of Management that provides executive training, research, tools and information that support the successful design and implementation of win-win corporate community-involvement strategies.

For more information contact:

Steven A. Rochlin, Director of Research, or
Susan Thomas, Communications Manager
Wallace E. Carroll School of Management
55 Lee Road
Chestnut Hill, MA 02467-3942
P: (617) 552-4545 F: (617) 552-8499
www.bc.edu/cccr

The Conference Board, a trusted source of business information for nearly a century, is a business membership organization that provides executive conferences, research and case studies on the country's most innovative and successful practitioners of corporate involvement in community economic development.

For more information contact:

David Vidal, Research Director for Global Corporate Citizenship
845 3rd Avenue
New York, NY 10022-6679
P: (212) 759-0900 F: (212) 980-7014
www.conference-board.org

Purchasing and Procurement

The expanding global marketplace means increasing competition for cost-effective, time-sensitive, quality products and services in the corporate supply chain. Companies around the country are profiting from the proven track record of minority- and women-owned firms as quality suppliers of products and services. According to the Small Business Administration's Office of Advocacy, such firms represent one of the fastest growing segments of the U.S. economy. In 1997, more than 3.2 million minority-owned businesses generated \$495 billion in revenues.

Purchasing from or contracting with a diverse set of dynamic suppliers can give companies an important edge in their search for efficiency and innovation; and spurs growth of small to medium size firms that are key contributors to a vibrant economy. At the same time, these relationships can facilitate entry to new markets both at home and abroad, as minority entrepreneurs provide insights and access to communities where wealth and population are growing.

Select Resources to Connect Companies with Top Contractors and Suppliers

Community Development Venture Capital Alliance (CDVCA) has more than 80 members, including 40 community development venture capital funds, which provide equity capital finance to small businesses to create good jobs, wealth and entrepreneurial capacity that benefit low-income people and communities in inner-city and rural areas throughout the United States and around the world.

For more information contact:

Kerwin Tesdell, President
9 East 47th Street, 5th Floor
New York, NY 10017
P: (212) 980-6790 F: (212) 980-6791
www.cdvca.org

The Corporation for Enterprise Development promotes asset-building and economic opportunity strategies – primarily in low-income and distressed communities – that bring together community practice, public policy, and private markets in new and effective ways.

For more information contact:

Andrea Levere, Vice President
777 North Capitol Street NE, Suite 800
Washington, DC 20002
T: (202) 408-9788 F: (202) 408-9793
www.cfed.org

Initiative for a Competitive Inner City is a leading source of vital business data and economic analysis, demonstrating the market potential in America's inner cities.

For more information contact:

Deirdre Coyle, Senior Vice President, Director of Communications, or
Anne S. Habiby, Executive Vice President, Director of Research & Strategy

727 Atlantic Avenue, Suite 600

Boston, MA 02111

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www.icic.org

The Milken Institute is a nonpartisan, nonprofit economic think tank that focuses on four areas of research. These are the global economy; capital markets and financial institutions; the role of education and human capital; and regional economics and demographics. The goals of the Institute are to create a more informed public, more thoughtful policy-making and improved economic conditions.

For more information contact:

Glenn Yago, Director of Capital Studies

1250 4th Street

Santa Monica, CA 90401-1353

P: (310) 998-2600 F: (310) 998-2627

www.milken-inst.org

National Minority Supplier Development Council (NMSDC) is the leading resource for finding and establishing successful partnerships with minority suppliers across the country. NMSDC has helped thousands of corporations meet or exceed their minority procurement goals by linking them with certified minority-owned businesses.

For more information contact:

Donna Long, Director of Development

1040 Avenue of the Americas, 2nd Floor

New York, New York 10018

P: (212) 944-2430 F: (212) 719-9611

www.nmsdcus.org

Shorebank Corporation is the nation's premier community development bank. Shorebank Advisory Services is in the process of developing a comprehensive inner-city database and a set of market research tools that will provide the vital market intelligence needed for selecting sites and targeting market segments in untapped markets.

For more information contact:

Shelly Herman, Managing Director

1950 East 71st Street

Chicago, IL 60649-2096

P: (773) 753-5694 F: (773) 753-5880

www.shorebankadvisory.com

Contacts

Section III: Resources and Expert Contacts

Aspen Institute's Initiative for Social Innovation through Business (ISIB)

Judy Samuelson, Director
271 Madison Avenue, Suite 606
New York, NY 10016
P: (212) 895-8000 F: (212) 895-8012
www.aspeninstitute.org

Brody, Weiser & Burns

Francie Brody, Partner
250 West Main Street, Suite 110
Branford, CT 06405
P: (203) 481-4199 F: (203) 481-9536
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Brookings Institution

Bruce Katz, Director
Center on Urban and Metropolitan Policy
1775 Massachusetts Avenue, N.W.
Washington, DC 20036
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Business for Social Responsibility (BSR)

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The Calvert Social Investment Foundation (Calvert Foundation)

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The Center for Corporate Citizenship at Boston College

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Chestnut Hill, MA 02467-3835
P: (617) 552-4545 F: (617) 552-8499
www.bc.edu/cccr

The Committee for Economic Development (CED)

Charles Kolb, President, or
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477 Madison Avenue
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www.ced.org

Community Development Venture Capital Alliance (CDVCA)

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www.cdvca.org

The Conference Board

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www.epinet.org

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Initiative for a Competitive Inner City (ICIC)

Deirdre Coyle, Vice President, Director of Communications or
Anne Habiby, Executive Vice President, Research and Strategy
727 Atlantic Avenue, Suite 600
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P: (617) 292-2363 F: (617) 292-2380
www.icic.org

Jobs for the Future (JFF)

Jerry Rubin, Vice President for Building Economic Opportunity
88 Broad Street, 8th Floor
Boston, MA 02110
P: (617) 728-4446 F: (617) 728-4857
www.jff.org

**The Center for Community Capitalism in the Kenan Institute of Private Enterprise,
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Michael Stegman, Director
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Campus Box 3440
The Kenan Center
Chapel Hill, NC 27599-3440
P: (919) 962-8839 F: (919) 962-8202
www.kenaninstitute.unc.edu

Laufer Green Isaac

Jessica K. Laufer, CEO
11444 West Olympic Boulevard, 11th Floor
Los Angeles, CA 90064
P: (310) 575-9200 F: (310) 575-4430
www.lauferpr.com

Local Initiatives Support Corporation (LISC)

Jeff Armistead, Senior Vice President
733 Third Avenue
New York, NY 10017
P: (212) 455-9800 F: (212) 682-5929
www.liscnet.org

The Milken Institute

Glenn Yago, Director of Capital Studies
1250 4th Street
Santa Monica, CA 90401-1353
P: (310) 998-2600 F: (310) 998-2627
www.milken-inst.org

National Association of Manufacturers/Center for Workforce Success (NAM)

Phyllis Eisen, Executive Director
Center for Workforce Success
1331 Pennsylvania Avenue, N.W., 6th Floor
Washington, DC 20004
P: (202) 637-3000 F: (202) 637-3182
visit www.nam.org

National Community Capital Association

Mark Pinsky, President and CEO
Public Ledger Building
620 Chestnut Street, Suite 572
Philadelphia, PA 19106
P: (215) 923-4754 F: (215) 923-4755
www.communitycapital.org

National Congress for Community and Economic Development (NCCED)

John Nelson, Director of the Corporate Partnership Program or
Lisa Ransom Brown, External Relations Manager
1030 15th Street, N.W., Suite 325
Washington, DC 20005
P: (877) 446-2233 F: (202) 289-7051
www.ncced.org

National Housing Trust (NHT)

Michael Bodaken, President
1101 30th Street N.W., Suite 400
Washington, DC 20007
P: (202) 333-8931 F: (202) 833-1031
www.nhtinc.org

National Minority Supplier Development Council (NMSDC)

Donna Long, Director of Development
1040 Avenue of the Americas, Second Floor
New York, New York 10018
P: (212) 944-2430 F: (212) 719-9611
www.nmsdcus.org

Neighborhood Reinvestment Corporation (NRC)

Todd Pittman, National Insurance Manager
1 Georgia Center
600 W. Peachtree Street, Suite 1950
Atlanta, GA 30308
P: (404) 347-1004 F: (404) 347-0883
www.nw.org

NetImpact

John Duffy, Executive Director
609 Mission Street, 3rd Floor
San Francisco, CA 94105
P: (415) 778-8366 F: (415) 778-8367
www.net-impact.org

One Economy Corporation

Ben Hecht, President and COO
1899 L Street, N.W., Suite 600
Washington, DC 20036
P: (202) 955-8422 F: (202) 955-8430
www.one-economy.com

The Prince of Wales Business Leaders Forum

Jane Nelson, Policy Research Director
15-16 Cornwall Terrace
Region Park, London NW141P England
P: 011-44-207-467-3647 F: 011-44-207-467-3610
www.pwblf.org

Shorebank Corporation

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1950 East 71st Street
Chicago, IL 60649-2096
P: (773) 753-5694 F: (773) 753-5880
www.shorebankadvisory.com

Social Compact

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www.socialcompact.org

Social Investment Forum (SIF)

David Berge, President, or
Todd Larsen, Communications
1612 K Street, N.W., Suite 650
Washington, DC 20006
P: (202) 872-5319 F: (202) 822-8471
www.socialinvest.org

Social Venture Network (SVN)

Chris Gallagher, Executive Director
PO Box 29221
San Francisco, CA 94129
P: (415) 561-6501 F: (415) 561-6435
www.svn.org

U.S. Chamber of Commerce/Center for Workforce Preparation

Beth Buehlmann, Executive Director
Center for Workforce Preparation
1615 H Street, N.W.
Washington, DC 20062-2000
P: (202) 463-5525 F: (202) 463-3188
www.uschamber.com

Urban Institute

Susan Brown, Director of Public Affairs
2100 M Street, N.W.
Washington, DC 20037
P: (202) 833-7200 F: (202) 223-3043
www.urban.org

Case Studies

Section IV: Select Case Studies

Challenge

Suburban markets are saturated while demand for goods and services is unmet in inner city and rural markets. How can companies secure a competitive edge selling to this booming, new customer base?

Solution

Low-income communities and minority populations comprise the fastest growing customer base in the country. Well-established community organizations offer improved access to lucrative, untapped markets.

Corporate Place-Based Model:	Expanding Franchise Markets
Corporation:	Emerging Vision, Inc. (Sterling Optical)
Community Organization:	Abyssinian Development Corporation
Location:	Harlem, New York

When Emerging Vision established a Sterling Optical store in 1998 in Harlem more than 100 eye exams were booked the day it opened. Among new stores, the Harlem franchise outlet is one of the top three revenue generators in the optical firm's 87-year history. Sterling's outlet in Bedford Stuyvesant, Brooklyn, opened in the summer of 1999 to better-than-expected sales. The company is in negotiations to start operations in Houston, Minneapolis, Chicago, and Los Angeles and plans to open 10 inner-city stores a year. The Local Initiatives Support Corporation (LISC), a national economic development intermediary, provided the financing needed to open the store in Harlem. Through its national Neighborhood Franchise Project, LISC linked Sterling with the Abyssinian Development Corporation, an affiliate of the Abyssinian Baptist Church, which helped assemble a partnership of five minority entrepreneurs. Sterling Optical's alliance with LISC has led it to additional franchise investors in other inner-city markets.

There are inner-city neighborhoods with ample disposable income that are not being served. This is a huge opportunity for us because there is a great need for our services. This expansion can help us obtain a much larger share of the vision care business.

JERRY DARNELL
Vice President of Franchising
Sterling Optical

Challenge

Demand for qualified employees has increased more quickly than the supply. How do companies best recruit, screen and hire qualified staff, lower turnover, and improve worker retention?

Solution

Establish links with effective community organizations, employer trade associations, and educational institutions that provide workforce services beyond a company's core competencies. These collaborations can help meet clearly defined workforce objectives.

Corporate Model: Finding the Right People

Corporation: Salomon Smith Barney

Location: New York City

Activity: Customized Job Training

Salomon Smith Barney in New York City teamed up with Wildcat Services Corporation through Wildcat's Private Industry Partnership. Together they created a job training approach tailored to the Wall Street firm's needs. Wildcat case managers work with individuals formerly on public assistance, provide 16 weeks of classroom instruction, and solve housing, childcare and transportation issues. Pre-screened, highly motivated individuals begin work at Salomon Smith Barney as interns. During their internship they receive additional training and supervision in actual entry-level positions the company needs to fill, such as assistant research analysts, administrative assistants, and positions in accounts payable and receivable and customer service. Wildcat case managers work with the employees during the internship. During the internships, Salomon Smith Barney pays Wildcat less than half the cost of regular temporary workers. The company earns tax credits while reducing its payroll, saves costs on temps, and receives candidates who are trained specifically for jobs the corporation needs to fill. Only those individuals who complete successful internships are hired for full-time work.

The program is a win-win proposition. We will fill a business need by hiring well trained, highly motivated individuals, and these individuals have the opportunity to permanently change and improve their lives.

BARBARA SILVAN
Senior Vice President
Salomon Smith Barney

Challenge

Investing physical or financial assets in ways that contribute to competitive positioning and add value. How do companies streamline the process and find deals that provide return on investment?

Solution

Many companies benefit from the real estate expertise of community developers and socially responsible investment networks which can assist in all aspects of management of corporate assets from site location to identifying solid business opportunities to investment vehicles that put money to work.

Corporate Model: World Class Headquarters Expands to Inner City

Corporation: Pfizer

Community Developer: New London Development Corp.

Location: New London, Connecticut

In 2001, the global pharmaceutical giant, Pfizer, will open its new \$270 million headquarters for worldwide pharmaceutical development operations on a large, abandoned industrial site in the distressed port town of New London. Pfizer chose the site over other locations it had been considering because it was impressed with the New London Development Corp.'s (NLDC) development activities, including plans for creating a hotel and new housing for Pfizer employees. In searching for the site, Pfizer benefited from a strategic relationship with the New London Development Corp., which has attracted state and federal financing for the revitalization effort. NLDC is developing a hotel and conference complex with 160 to 200 rooms, banquet facilities, restaurants and a retail center near the Pfizer site. NLDC also will help develop a facility that integrates fitness centers with a medical services clinic, along with 80 waterfront residential units, including townhouses and a condominium tower, with a riverfront esplanade to connect the housing to the wellness center. In addition to the expected 2,000 scientists, statisticians, executives, and other professionals who will be working in the new Pfizer facility, NLDC will work with the company to recruit about 500 local residents for support positions. NLDC is also developing a biotechnology research cluster that will accommodate emerging companies that conduct research in concert with Pfizer.

We have the scientific capabilities to probe diseases and discover and develop tomorrow's medicines. We are delighted to be building our new world-class facility to develop these drugs in New London, Connecticut, joining the city, state and the New London Development Corporation in their commitment to this community and our state's biotechnology industry.

GEORGE MILNE JR
Executive Vice President,
Pfizer Global Research and Development
President, Worldwide Strategic Operations and Management

Challenge

Contracting suppliers who provide the most competitive prices, technologies, service, and turn-around. What is an efficient way to identify motivated, reliable, leading edge firms for procurement needs?

Solution

Minority- and women-owned business enterprises are high-quality, low-cost competitors across a range of industries. These entrepreneurs supply more than \$40 billion in goods and services to American corporations and are an increasingly critical element as new trade agreements open markets in Latin America, Asia, and Africa.

Corporate Model: Proving the Track Record of Diverse Suppliers

Corporation: Xerox Corporation

Supplier: Various

The Document Company Xerox, recently analyzed its vendor network and found that its minority and women suppliers were equaling or surpassing the performance standards established by the company for its overall supplier base. Minority- and women-owned businesses had a parts rejection rate of 457 parts per million – significantly lower than the 700 rejected parts per million target for Year 2000 and lower than its overall supplier base performance.

Minority- and women-owned businesses delivered a 12.3 percent cost savings to Xerox and were 1.8 percent better than the general supplier base productivity. Relative to delivery / landed lead time, 86.1 percent met their benchmark delivery schedule of seven weeks or less, which equaled the overall supplier base performance.

This year alone, Xerox received numerous Supplier Diversity Awards including awards from the Upstate New York Minority Purchasing Council, as well as a Certificate of Achievement from the United States Defense Logistics Agency, the SBA Francis Perkins Award of Excellence, the SBA Dwight D. Eisenhower Award of Excellence and the United States Pan Asian Chamber of Commerce Award of Excellence.

The Minority/Female Supplier Program represents an opportunity for Xerox. Any corporation that wants to stay competitive must constantly seek new markets, new technologies, new products and new alliances. The energy and creativity provided by young, expanding firms can make them valuable business alliances for Xerox through their ability to quickly adapt to specific business needs. It makes good strategic sense to form alliances with new and promising businesses.

PAUL ALLAIRE
Chairman and CEO
Xerox Corporation

Challenge

How can companies generate increased good will among a broad set of stakeholders, customers, employees and community residents, while contributing to the bottom line?

Solution

Strategic collaborations with well-regarded national and local community economic development organizations can enhance the image of your company and build solid community, customer and employee loyalty.

Corporate Brand Loyalty Model: Local Ties, World Class Connections

Corporation: Shore.Net

Location: Lynn, Massachusetts

Activity: Collaboration with Area Schools

Shore.Net is one of the fastest growing Internet service providers in the nation. The company was established in 1993 when its entrepreneur owner obtained a \$25,000 loan from the nonprofit Lynn Economic Development Corp. (Lynn EDC) in Massachusetts. Since opening for business Shore.Net has gone from one employee to 100. It has annual sales of \$13 million and its five-year growth rate is 8,712 percent. The company was recently sold to Primus Telecommunications Group for \$43 million. Shore.Net's strategic relationship with the Lynn EDC, which is spearheading area revitalization, and other local nonprofit groups, allowed the Internet provider to significantly increase market share. The company provided basic Internet connection to public libraries and about 200 schools around the state at no charge. Many of the schools later bought the high-speed Internet service and Internet web-building capacity from Shore.Net. Students and their parents who had become familiar with Shore.Net service began to order the service for their home computers. Shore.Net continues its outreach, providing Internet training for minority youths at a cultural center. It also hires six interns each year in customer service jobs after providing them with free Internet training at a vocational school. Shore.Net and the Lynn EDC's profitable alliance continues as well; the nonprofit has loaned the company an additional \$1 million for equipment and expansion since 1998.

When we developed high visibility in communities, more and more companies turned to us for their Internet needs. We gained a reputation as a local company that would be more responsive to customer needs.

LOWELL GRAY
President
Shore.Net

Resources

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