

VOL. 2 | GREATER PITTSBURGH

Community Threads



THE NONPROFIT SECTOR *of* SOUTHWESTERN PENNSYLVANIA
Leading the Region's Next Renaissance



Read all about it!

Remarkable things are happening in
our region's nonprofit sector...

The publication you are holding highlights organizations and leaders representing just a few of the contributors to social change in Greater Pittsburgh. We hope you will be inspired by their stories, informed by the resources, and become better acquainted with local nonprofits. Through fresh leadership, ongoing dialogue, and strategic action, we can more effectively address the issues facing our communities and region. *Greater Pittsburgh Community Threads* is a bi-annual publication presented by The Forbes Funds and The Pittsburgh Foundation.

To download this publication, obtain additional print copies, or share a nonprofit success story, please visit The Forbes Funds' Web site.

www.forbesfunds.org.

On the cover, clockwise from top left: Peter Mathieson of Guyasuta Investment Advisors, Linda Liu of Girls as Grantmakers, Aliya Durham of Operation Better Block, Saleem Ghubril of The Pittsburgh Project, Evan Frazier of Hill House, Dara Ware Allen of YouthWorks, Inc., Bob Lynch, donor and volunteer at North Hills Community Outreach, Joyce Rothermel of the Greater Pittsburgh Community Food Bank, Wendy Newton of Buchanan Ingersoll PC, and Dave Coplan of the Human Services Center.

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INTRODUCTION

THE PITTSBURGH REGION'S LAST century was marked by renewal, beginning in the 1940s and 1950s, when a powerful mayor and a wealthy banker steered an ambitious urban planning effort which came to be known as Renaissance I. The region's second Renaissance, occurring in the 1970s and 1980s, was marked by public-private partnerships that rebuilt much of the region.

Now, in the 2000s, the region is poised again for a third renaissance. This rebirth will not be marked, however, by new buildings or be led solely by government or corporate leaders; rather, Renaissance III will be remembered as a renewal of community hope and pride, as a time when the region's nonprofit leaders — its social entrepreneurs — inspired fellow citizens to reclaim their communities and address some of the area's most pressing problems.

No more can we look to such larger-than-life leaders as Lawrence or Mellon to lead us forward. Rather, we must look next door, across the pew, or down the hallway. We, Pittsburghers, must lead our region's next renaissance.

And so, we need fresh ideas and big, crazy dreams. We need creativity and remarkable, special ingenuity. We need excellence — amazing and awe-inspiring

brilliance. (We also need people who will cross rivers and drivers who signal before they turn!)

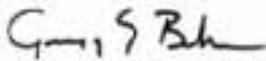
You will find among these pages examples of crazy ideas, remarkable creativity, and awe-inspiring excellence. You will read about people who have gone about their work differently, who have tried to connect the dots, and who have taken risks. You will also find pragmatism and the building blocks necessary to support their good works — reliable data, relevant research, and lessons learned.

That's exactly why we publish this resource — so that you may be inspired to be a servant leader who expects renaissance, who endeavors to build caring and just communities that enrich lives across Western Pennsylvania.

If ours is to be a community truly known as “someplace special,” then all of us must give, serve, and lead so that we, together, accomplish truly special things — like alleviating poverty, educating children equitably, and building vibrant public spaces.

On behalf of The Forbes Funds and The Pittsburgh Foundation, we are pleased to present this publication, *Greater Pittsburgh Community Threads*, with the hope that you will join fellow citizens in building someplace special.

In service,

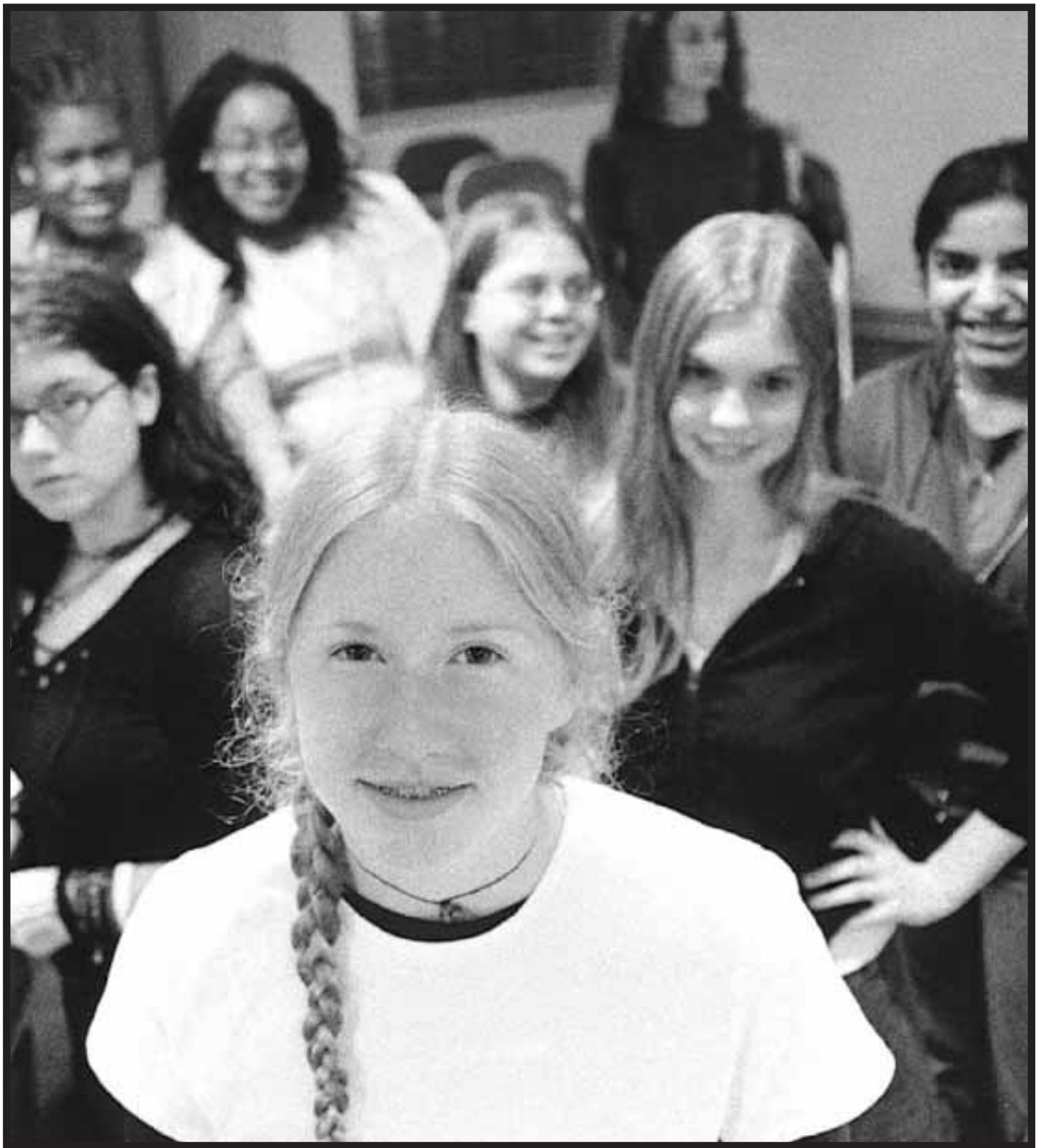


Gregg Behr
President
The Forbes Funds



William E. Trueheart
President and Chief Executive Officer
The Pittsburgh Foundation

As a supporting organization of The Pittsburgh Foundation, The Forbes Funds operates as an independently-managed subsidiary to serve our community by encouraging nonprofits to work effectively, smartly, and collectively — in a word, *better*.



Girls as Grantmakers is a partnership between three Pittsburgh-based foundations enabling girls to make grants to girl-led projects in Allegheny County. Liz Clark, center, is one of 23 local teenage girls involved in this project.

INSPIRATION: Girls As Grantmakers

The Girlcott

“THE GIRLCOTT was an accident,” says Heather S. Arnet, executive director of the Women and Girls Foundation of Southwest Pennsylvania. It happened spontaneously — a magic moment when the energy and innocent expectations of 23 girls, aged 13–16, suddenly synergized into a life-changing, internationally recognized cause célèbre.

The girls were on a three-day bonding retreat to launch the foundation’s Girls as Grantmakers program, supported by The FISA Foundation, Eden Hall Foundation, and The Jewish Women’s Foundation. Girls as Grantmakers prepares girls to become philanthropists and non-profit leaders by immersing them in a grantmaking experience. Over the course of the project, the girls set grantmaking priorities, develop, and market their own Request For Proposals, run workshops for potential grantees, make site visits and present and vote on proposals, granting groups of girls a total of \$10,000. They then manage and evaluate the projects they decide to fund and provide support to their grantees through the duration of the grant.

Their retreat was meant to instill a sense of awareness of the meaning and responsibility of social change through non-profit community service. Serious business. But then, the awesome

specter of the t-shirts began to overshadow everything else.

ARNET HAD HEARD about them from a friend shopping at Abercrombie & Fitch. So had Emma Blackman-Mathis, a 16-year-old junior at Schenley High School and co-chair of the Girls as Grantmakers group. “They

project, but please, we want to do it.”

“Look,” says Blackman-Mathis, “we had all seen these t-shirts in school, everywhere — and as kids, we thought we couldn’t do anything about them. But suddenly we realized that by banding together, people might listen.” As the day went on, you could feel the intensity and excite-

“...we realized that by banding together, people might listen.”

were demeaning,” she says, referring to the t-shirt in what Abercrombie calls its “attitude line.” One read, “Do I Make You Look Fat?” Another stated: “Blondes Are Adored, Brunettes Are Ignored.” Another: “I Had a Nightmare Last Night. I Was a Brunette.” And then the most offensive: “Who Needs Brains When You Have These?”, written across the chest.

Arnet mentioned the t-shirts to Blackman-Mathis, who decided to present a mock Abercrombie protest project to the group as one of the examples presented to the girls of the kind of project that they might fund. But as soon as Blackman-Mathis finished her presentation, the girls began approaching Arnet singly and in groups, saying, “I know this is supposed to be a mock

ment building. “We were inspired,” Blackman-Mathis says. The term “girlcott” emerged spontaneously.

Arnet felt the intensity, and she too was inspired. Briefly she caucused with her advisory group, adult mentors from various foundations and nonprofit organizations, and then she returned to the room to address the girls. “The Women and Girls Foundation is going to take this on as a project,” she announced.

Says Blackman-Mathis: “Everybody in the room went crazy!”

A PRESS CONFERENCE announcing the girlcott was held at Chatham College on the Sunday afternoon of October 30. Led by Blackman-Mathis, many

of the girls spoke. The girlcott story made the evening news in Pittsburgh and that, they thought, was that — until the next morning, when “The Today Show” called, says Arnet, asking, “Could we fly you to New York to be on the show the following morning?”

It was a wonderful morning. Al Roker came to introduce himself, and Katie Couric said that she was proud of the girls. “I hate those shirts,” Couric told Blackman-Mathis. After the show, strangers stopped the girls on the street to congratulate and encourage them. “We were having breakfast and Heather gets a phone call,” remembers Blackman-Mathis. “It’s CNN, wanting to know if we would do the Paula Zahn show.”

Fox News followed, as did many other networks and news services across the country, and beyond: ABC and CBS News, MSNBC, NPR, the BBC, and Canada World News. By the time the hoopla died down a month later, according to a Bacon’s Multimedia Vision count, the story had been covered on 21 cable news segments, in 312 local TV news markets and 67 major newspapers throughout the country, four national newspapers, and eight international newspapers. According to Google News Search, it recorded 23,000 search results on the Web.

But the most triumphant telephone call came two quick days after the girls’ “Today Show” appearance. It was from Tom Lennox, director of corporate communications of Abercrombie & Fitch. Reporters had speculated that Abercrombie might actually appreciate the publicity the girlcott was attracting. This

“...strangers stopped them on the street to congratulate and encourage them.”

wasn’t the first time the company’s products had been criticized, and the attention had often enhanced sales. But the girlcott seemed to be having a negative effect. “What will it take,” he asked Heather Arnet, “to make this girlcott end?”

LESS THAN 48 HOURS later, Abercrombie removed two of the four t-shirts from its product line, including the most offensive, “Who Needs Brains When You Have These?”, and agreed to a meeting with the girls at the corporation’s headquarters in Ohio.

The meeting — one of the demands that the girls had made in order to call off their girlcott — took place in a small conference room with a long rectangular table. Six Abercrombie executives met with the girls, Arnet and one of the group’s adult advisors, Lesley Williams, a program officer at The Forbes Funds. The Abercrombie folks were very casual and very Abercrombie, with scarves, jeans, button-downs and t-shirts, while the girls were business-like and professional in suits and dress shoes.

The Abercrombie representatives listened politely to the girls’ Power Point presentation outlining an alternate t-shirt line they were proposing that highlighted positive images of women, but it was clear from the start that neither the girls nor their proposal were being taken seriously. But more surprising to the girls was the reticence of the Abercrombie women in the room, who refused to speak until Zoe Feinstein, a

ninth-grader from Taylor Allerdice High School, addressed them directly and asked, “What do you think about the Abercrombie t-shirts — not as employees, but women?” The women were noncommittal — and Feinstein pursued the question until she received a more satisfactory answer.

Later, Maya Savage, a ninth-grader at the Pittsburgh High School for the Creative and Performing Arts, confronted Abercrombie’s vice president of diversity with a similar challenge.

When asked about the lack of women of color in Abercrombie’s advertising, he directed her to the diversity button on Abercrombie’s Web site. “But why,” asked Savage, “can’t we see a person of color in the store — or on the main Web site page?”

The meeting was civil, but the undertone of resistance was unforgettable, its impact looming even today as a rallying point and a life lesson that the girls will never forget. “I learned to negotiate with the power of people behind me — and not on my own,” says Blackman-Mathis. “I learned to ask for what I wanted — and not what I expected to get in the end.”

“You learned about the power and potential of your generation,” Heather Arnet told the girls at their meeting the following month. “Never forget the triumph of this experience. Grantmakers,” she concluded, “can be change-makers.” ■



RELATED RESOURCE | Write a Grant Proposal

Competition for grant dollars is high. The grant writing process can be confusing and long, but it is vital to accessing the funding needed to sustain program activities. Here are some "effective practices" for grant writing.

5 Steps to Effective Grant Writing

1. **Know Your Audience.** Understand your funding source's interests. Make sure a match exists between grantee and grantmaker.
2. **Know the Need for Your Project.** Understand what market exists for your project. Make sure you understand the needs of your target population. Examine what similar organizations are doing locally, regionally, and nationally.
3. **Know Your Abilities.** Understand why your organization is the one to carry out this project. Capture momentum and build your narrative on your strengths. Address weaknesses only when you articulate your intention to strengthen them.

4. **Know How to Evaluate Results.** Understand how you are going to measure the process and outcomes of your project. Prove to the funder(s) that you are launching a meaningful endeavor and you are serious about its success. Show the funder(s) that their money is being well spent.

5. **Know Your Resources.** Understand the talented individuals who are involved with the project and encourage them to share knowledge. Release your hold on the text and encourage everyone to feel a sense of ownership and authorship. Complement human resources with powerful and credible sources of information.

Additional Resources:

"Approaching the Foundation," by Robert F. Long, Ph.D., and Joel J. Orosz, Ph.D., 2001 www.wkkf.org

Attend The Development Summit, sponsored by The Association of Fundraising Professionals and the Pittsburgh Planned Giving Council. www.ppgc.net

INSPIRATION: Peter Mathieson

Listener with a Mission

FOR YEARS, Walter Smith, executive director of Family Resources, an organization devoted to preventing and treating child abuse by strengthening families and neighborhoods, had been agonizing over a long-delayed decision he had to make regarding the Family Resources Retreat Center, a 230-acre wooded facility

in Cranberry Township. And then, suddenly, his old friend and sounding board Peter F. Mathieson provided the answer Smith had been seeking by asking a straightforward and simple question. After that, Smith says, smiling and breathing a sigh of relief, he could choose a direction, make a plan, and move forward.

But that is what Peter Mathieson is all about: Synthesizing complicated ideas — and becoming an agent of change by listening carefully and asking provocative questions. Mathieson, currently managing director and executive vice president of Guyasuta Investment Advisors, a Pittsburgh asset-management firm,



Peter F. Mathieson, executive vice president and managing director of Guyasuta Investment Advisors, in his office in downtown Pittsburgh. Peter became a partner in the independent money management firm in 1994. The firm manages more than \$600 million in direct stocks and bonds for local institutions and high net-worth individuals.

has been an active and involved Family Resources friend and board member for two decades. Mathieson also serves on the boards of The Buhl Foundation, The Pittsburgh Foundation, The Pittsburgh Cultural Trust, The Carnegie Hero Fund Commission, and The Mentoring Partnership of Southwestern Pennsylvania, but his passion for community service is particularly

rooted in the mission of Family Resources.

Sally Davis, founder and director of the Child Abuse Prevention Center, which merged in 1986 with the Pittsburgh Association for the Improvement of the Poor, was also the mother of one of his teenage friends, Steve Davis. Hanging around Steve's house, Mathieson could hardly escape the tragic stories

Sally brought home — and the heartache that came with them. Years later, as a young stockbroker just a few years out of Bucknell University, Peter telephoned Sally Davis and offered his services — in any way he could help.

It is rare that young people volunteer for public service — they are generally busy building careers and having fun but Peter

Mathieson had been nurtured by one of Pittsburgh's most respected and influential philanthropists: his father. Until his death in 2001, Andrew W. ("Drew") Mathieson served as financial adviser to the Mellon family and the Richard King Mellon Foundation, substantially increasing its assets. But the equally fortunate beneficiaries of his wisdom were the numerous nonprofit organizations he advised for free, among them the Allegheny Conference on Community Development, Allegheny County United Way, the Women's Center and Shelter of Greater Pittsburgh, the American Red Cross, St. Margaret Memorial Hospital. Drew Mathieson was a man of few words — but he was willing to listen to anyone with a good cause or an idea and offer insight.

Listening and responding with concise and thought-provoking insight is also where Peter Mathieson shines, says Smith. "Peter transitioned off the board in the middle 1990s, but I would visit him every few months — just stop in his office and talk about the organization." Embedded in Peter Mathieson was an element "most vital in the best board members," says Smith. "Passion for our mission."

In the early days after the merger, Family Resources needed money — it had bills to pay and a constituency to serve — but Mathieson helped Smith and his

colleagues see beyond the dollar value of each meeting and presentation. Mathieson embraced and recognized the critical nature of the Family Resource mission. "Get out into the community," Smith remembers Mathieson telling the Family Resources staff, "but don't ask for money. Tell your story — what you care about and why you exist. Once people believe in your cause, the money will follow."

And that, says Walter Smith, was the wisdom that allowed Family Resources to grow from a staff of 25 and a budget of \$600,000 into a \$9.1 million organization with 215 employees. "Peter is forthright. I always know what he thinks — he is passionate but at the same time straightforward. He guides and inspires me," says Smith, which is why he decided to consult Peter Mathieson about the Family Resources Retreat Center.

"Peter was off the board, but on this particular day, my development director and I called his office and asked if we could come over at lunch, bring sandwiches and talk," Smith recalls. "We did this a lot. He would sit behind his desk and ask questions and we would answer. All along I have had this conceptual barrier in my mind about what to do with this property, which, in the past, had been a fresh air camp for kids." Family Resources had inherited ownership of the camp in its

merger. "Should we sell the property or rebuild the camp?" asked Smith — and if so, how so? "The real breakthrough for me came when Peter asked his question."

Smith pauses to take a breath and explain. "This was not earth-shattering — it was a question that Peter had asked dozens of times before in previous discussions about many different topics." But on that day when Mathieson said, "How does this relate to your mission?" it suddenly, says Smith, "woke me up. I realized that we could keep the property and remain true to our mission by redesigning it as a place for both children and parents" — a place when entire families could come together to enjoy the outdoors and bond as a loving and supportive unit.

From that moment on the organization knew what it needed to do. The conceptual barriers had been demolished because Mathieson had taken the time to listen and ask probing questions and, perhaps most importantly, remind Smith that his mission — treating and preventing child abuse — should ultimately guide him.

Peter Mathieson came to appreciate the importance of establishing a mission when Family Resources went through an intense period of examination and planning in order to determine its own long-term direction. Mathieson was then a young board member, but the experience was unforgettably beneficial. "Once you know where you are going, it is a lot easier to get there," he says. The questions he asks along the way are meant to be challenging and provocative, but they will always direct an

“ Get out into the community, but don't ask for money. Tell your story — what you care about and why you exist. Once people believe in your cause, the money will follow. ”

organization back to its guiding principles — or to the inherent changes that need to be made in order for the organization to remain true to its mission.

Peter Mathieson's appreciation for the importance of mission extends to his home. Years ago, Mathieson and his wife Carol dedicated a number of weeks, off and on, to crafting a family mission statement which is now prominent in their Fox Chapel home, burned by Carol

into a wooden plaque. Mathieson also carries his family mission statement in his Palm Pilot.

Many other honorable and dedicated people have worked tirelessly to help Family Resources become a great bastion of protection for abused children and of healing for families, but Peter Mathieson's passion and his capacity to listen, empathize, and respond led to Walter Smith's moment of clarity and allowed Family Resources to make a great

leap forward. Family Resources will soon announce a campaign to raise more than \$6 million for the newly-conceived Family Resource Retreat Center. When it was time to seek a volunteer to chair the steering committee for the fundraising drive, Walter Smith drew up a list with only one name on it: Peter Mathieson, whose passion for this mission would not allow him to refuse. ■



RELATED RESOURCE | Become a Board Member

Nonprofit organizations are governed by a board of directors, who determine the mission of the organization, supervise the allocation of resources, and establish management policies and guidelines. Interested in becoming a board member? Find and contact a nonprofit that matches your interests. Volunteering is a great way to discover if an organization is a good fit and supports a cause to which you are able to commit.

Questions to Ask Before Joining a Board...

source: www.boardsource.org

What is the organization's **mission**? How do its current programs relate to the mission?

Does the organization have a **strategic plan** that is reviewed and evaluated on a regular basis?

Is the **financial condition** of the organization sound? Does the board discuss and approve the annual budget?

Whom does the organization serve? Are the organization's **clients** or constituencies satisfied with the organization?

How is the board **structured**?

In what ways can I **contribute** as a board member?

How much of my **time** will be required for meetings and special events?

Does the organization provide **opportunities** for board development and education?

What is the board's role in **fund-raising**? Will I be expected to make a specific annual financial contribution? What role will I play in soliciting donors?

How do board members and senior staff typically **work** with each other?

10 Functions of a Board source: www.boardsource.org

1. Determine the organization's mission and purpose
2. Select the chief executive
3. Provide proper financial oversight
4. Ensure adequate resources
5. Ensure legal and ethical integrity and maintain accountability
6. Ensure effective organizational planning
7. Recruit and orient new board members and assess board performance
8. Enhance the organization's public standing
9. Determine, monitor, and strengthen the organization's programs and services
10. Support the chief executive and assess his/her performance

Additional Local Resources:

Boards-by-Design is a board matching program designed to benefit nonprofits, businesses, and individuals by connecting nonprofit organizations with qualified board candidates. www.nli.duq.edu/nli/bbd/main.cfm / 412-396-6231

Leadership OnBoard (LOB) provides the experience and training necessary to be an effective board member, and presents the opportunity to be involved in the decision-making process of regional public, private, and non-profit institutions. www.lpinc.org / 412-392-4505

The Bayer Center for Nonprofit Management offers BoardnetUSA — a national internet database that links interested corporate candidates with nonprofit boards seeking new members. bcnm@rmu.edu / 412-227-6814

MANAGEMENT TOPIC

No. 1

Board Diversity & Leadership Development

BOARD DIVERSITY AND LEADERSHIP DEVELOPMENT are essential to a nonprofit organization's ability to represent and reflect a wide range of perspectives, expand networks, and achieve greater collaboration and innovation within and across sectors. Diversity of leadership represents a larger section of the community, enhances decision making, and may attract a broader range of organizational support. In addition, some evidence suggests that board diversity enhances an organization's political and overall performance.

Nonprofit organizations in Allegheny County must continue to pursue diverse leadership and representation as a core component of their mission and operating policies.



Deliberate Recruitment — Establish an ongoing recruitment process to cultivate a healthy pipeline of new, qualified leadership candidates.

Engage Others — Reach out to a variety of organizations to discuss your leadership needs; request input and introductions to qualified individuals.

Track Information — Create and maintain a database of potential board members.

Collaborate with Leadership Development Organizations — Develop relationships with leadership organizations, such as Leadership Pittsburgh Inc., New Trustees for a New Pittsburgh, Boards by Design, and others.

Invest in Infrastructure — Support nonprofit academic centers and training programs for executive directors and management.

Seek Referrals — Develop relationships with college faculty and Career Services professionals.

Focus on Talent — Ensure that candidates are qualified and committed to the organization's mission.

Board Diversity & Leadership Dev.

CASE STUDY

WQED

Founded in 1954, WQED was the country's first community-owned television station and is a production center of national programs for the Public Broadcasting Service. WQED's mission is to provide educational, cultural, and informational products and services that enhance and engage the community.

WQED has established an inventive Community Advisory Board (CAB) comprised of 32 individuals that represent the diversity of the WQED service area. CAB members include a cross-section of professions, community interest groups, and interested individuals.

★ LEADERSHIP SPARK

THE LEADERSHIP AND INITIATIVE of Yvonne Cook, chairwoman of the board of WQED, was the spark that revitalized this innovative example of nonprofit board diversity and leadership.

In 2004, WQED's community advisory board had grown disconnected from its mission to bring community voice to the programming of public media. According to a board member, the group was active but not providing sufficient input to ensure that the station was effectively connecting with all residents of Pittsburgh.

When Yvonne Cook became the new board chair, she established a vision and goal to build the best, most diverse board in the region and ensure that WQED continued to be a voice for all residents.

★ LEADERSHIP IN PLANNING

IN ORDER TO DIVERSIFY existing leadership, Yvonne realized that it was critical to "move beyond" networking with friends and colleagues of the existing board, and plan board development activities that reached new audiences.

A nominating committee was established to assess the diversity of the community, identify representation gaps on the WQED board, and develop a strategy for recruiting qualified prospects to fill gaps. The committee identified representation goals including ethnicity, industry, and geography, and launched a communication and outreach plan to build awareness of WQED's mission and the community advisory board opportunity.

In addition, the committee assessed WQED's board diversity and leadership strengths, weaknesses, and priorities for continued development. Through this unique planning activity, a framework was established to evaluate and measure how potential candidates would affect the balance of diversity on the board.

★ LEADERSHIP IMPLEMENTATION

WQED'S COMMUNITY ADVISORY BOARD has worked productively to implement its vision. Shortly after the group was established, it identified a goal to attract exceptionally-talented representation from the Hispanic community. Committee leadership moved quickly to expand involvement and outreach to traditionally Hispanic communities, and has been successful in attracting representative leadership to the board. As a result, the Community Advisory Board has ensured that an important segment of the community will be represented in ongoing efforts to shape the future of the organization.

★ RESULTS

WQED'S UNIQUE NOMINATING COMMITTEE has enhanced the diversity of the board and expanded organizational reach to additional Hispanic and Asian communities. Moving forward, the nominating committee is looking to further develop its network and process for identifying new members, and further establish a pipeline of diverse supporters and stakeholders.

“An organization must be proactive in pursuing diversity, as opposed to thinking it will just happen.”

Anne Blose Sekula, *member of WQED Community Advisory Board*

Board Diversity & Leadership Dev.

CASE STUDY

Coro Center *for* Civic Leadership

The Coro Center for Civic Leadership has two overarching goals: attracting and retaining younger leaders for the region and creating an immediate and powerful difference in public levels of civic engagement. The center recruits and supervises diverse, intelligent, and driven young people to spend up to a year undertaking experiential leadership training.

The Fellows Program in Public Affairs is a nine-month, full-time, post-graduate experiential leadership training experience in Pittsburgh.

Coro Fellows translate their ideals into action through field assignments, site visits, interviews, and individual and group projects and seminars.

★ LEADERSHIP SPARK

TOGETHER, THE LEADERSHIP AND INITIATIVE of Diana Bucco (former CEO) and Paul Leger (current CEO) of The Coro Center for Civic Leadership are the sparks that shape this successful example of leadership development.

Coro perceives an urgent opportunity to develop the next generation of leaders in Greater Pittsburgh. Population in the region is declining and is characterized by a high proportion of residents over the age of 50, especially in leadership.

Through its commitment to developing and training young people for leadership positions, Coro is working to ensure the continued vitality of the region.

★ LEADERSHIP IN PLANNING

CORO BELIEVES THAT DIVERSITY and leadership are inextricably linked to the composition of the population in a community or region. In Greater Pittsburgh, religious, political, and cultural diversity are key assets, and have been important to Coro's leadership development and planning efforts.

Coro's recruitment process maintains open networks of communication with an extensive range of organizations and individuals that contribute to recruitment goals. Organizational stakeholders, such as board members, staff, and networks of community leaders, build awareness of the personal development and leadership opportunities available through Coro.

Collaboration with a widespread base of supporters has been critical to engaging, communicating, and attracting a diverse group of candidates and future leaders to the Coro program and network.

★ LEADERSHIP IMPLEMENTATION

IN ADDITION, MANY CORO graduates move on to senior level positions in other organizations, and Coro alumni relationships are a significant and growing asset. By building a strong network of Coro graduates and former employees in leadership positions across the community, Coro has established a unique and powerful leadership resource in the Pittsburgh region.

The Coro Center for Civic Leadership has overcome several implementation challenges. The organization develops and maintains an extensive network of community relationships with a relatively small size, and has found it difficult to attract and retain management talent due to disparities in salary levels between the for-profit and nonprofit sectors.

However, the organization has turned these dynamics into strengths by encouraging and planning for a high turnover rate. Coro pays a relatively high salary for an organization of its size and budget, but assumes that people will stay at the organization for 2–3 years. Planning for this approach enables the organization to attract staff at a higher salary, raise it each year, and then return to the lower starting level in a few years when turnover occurs and new staff are hired.

★ RESULTS

THE CORO CENTER for Civic Leadership has: trained over 600 emerging leaders from different professions; exposed future leaders to ideas that encourage them to stay in the Pittsburgh region; retained nearly 85 percent of participants in shorter

regional programs; and established a research division to study building social capital and advance civic engagement. ■

“You can find the leadership you want and need here in Pittsburgh.”

Paul Leger, *President and CEO, Coro Center for Civic Leadership*



Coro Fellows, left, engage in weekly seminars that focus on critical issues facing individual Fellows, the group as a whole, and society in general. These seminars are a vital dimension to the nine-month **Coro Center for Civic Leadership** Fellowship Program.



Board Diversity & Leadership Development | FURTHER READING

Nonprofit Board Answer Book: Practical Guidelines for Board Members and Chief Executives, Theodore Wilhelm Engstrom and Robert C. Andringa, National Center for Nonprofit Boards, 1997

Ten Basic Responsibilities of Nonprofit Boards, Richard T. Ingram, BoardSource, 2003

Your Roles and Responsibilities as a Board Member, John Carver, Jossey-Bass, 1996

Leadership Roles in Nonprofit Governance, Robert L. Gale, BoardSource, 2003

Structures and Practices of Nonprofit Boards, Charles F. Dambach, BoardSource, 2003

MANAGEMENT TOPIC

No. 2

Collaboration Across Sectors

COLLABORATION ACROSS SECTORS provides an opportunity for nonprofit organizations, businesses, and government to work collectively to solve problems of common concern.

Businesses and community organizations are fundamentally interdependent — over the long term, neither can be fully successful without the prosperity of the other. Businesses depend on their communities to supply well-trained employees, provide loyal customers, and create and sustain high, quality educational, cultural, and social life. Communities rely on businesses to create economic growth, provide employment opportunities, needed products and services, and civic leadership.

Effective collaboration creates benefits and assets for all participants. Potential benefits to businesses include enhanced reputation and goodwill, relationships with community leaders, leadership opportunities for employees, and access to new markets. Potential benefits to nonprofit organizations include funding, visibility, and access to expertise, facilities, and/or networks of influential people and businesses.



Maintain Flexibility — There is no “single approach” to effective corporate and community collaboration, and many organizations find that proactive engagement and dialogue can help develop creative community-based initiatives that lead to maximum business and community impact.

Leverage Resources — Corporate philanthropy and grant making, product discounts and donations, usage of facilities and assets, event sponsorship and underwriting, employee volunteer projects, and loaned expertise are all critical resources for nonprofit and civic organizations.

Seek Active Engagement — Examples of active corporate and nonprofit collaborations include: **multi-year support** and involvement in a specific program, social enterprise or earned income initiatives, and **internship and/or workforce development programs** in which a business hires employees from a nonprofit job training program.

Other active forms of partnership include **contract services**, where a business pays a non-profit organization to provide a specific service (e.g., child care) on an ongoing basis; and **cause-**

related marketing programs that promote a community issue and nonprofit organization, while seeking to increase revenue for a like-minded business.

Collaboration Across Sectors

CASE STUDY

Sustainable Pittsburgh

Sustainable Pittsburgh builds diverse collaborations across sectors and introduces and represents the process of sustainable development at decision-making tables throughout Southwestern Pennsylvania to affect policy to integrate economic prosperity, social equity, and environmental quality.

Since its inception in 1998, Sustainable Pittsburgh has created a network of individuals, businesses, government, and nonprofit organizations that are committed to working together to advocate and bring about sustainable solutions for the region through policy and practice.

★ LEADERSHIP SPARK

THE PRINCIPLES and triple bottom line rewards of sustainability underpin Sustainable Pittsburgh's niche role of providing a framework for integrated thinking and action for the region's prosperity. The organization's partners (representing all sectors), strong board of directors and staff, guided by its executive director, Court Gould, and with support of the philanthropic community, shaped this successful example of collaboration across sectors.

Through its identification of sustainability indicators, Sustainable Pittsburgh recognized that many nonprofit, government, and business organizations have common objectives but many times are not fully aware of how their objectives coincide and

could be addressed collaboratively. Indeed, some of the region's most pressing issues are interrelated and require systems-level solutions at a scale beyond any one organization or by one sector alone. Involvement of all sectors through civic engagement is key to fulfilling the promise of long-term prosperity for the region.

As a result, Sustainable Pittsburgh established and launched a collaborative model to engage the government, private, and civic sectors on key regional issues, including: smart land use, regional equitable development, transportation for livable communities, amenities and lifestyles, and sustainable business solutions. Sustainable Pittsburgh, with its diverse coalition, develops action agendas on these topics and works actively to integrate them into regional development strategies, decision-making systems, long-term planning, and practice.

“ It is hard to develop collaborative approaches because it takes time and a lot of work... however, in the end the results will have greater staying power and impact. ”

Court Gould, *Executive Director, Sustainable Pittsburgh*

★ LEADERSHIP IN PLANNING

TOWARD THE GOAL of accelerating a sustainable region, Sustainable Pittsburgh employs a range of strategies including: public education, research and analysis, organizing, advocacy, and offering technical assistance. When developing public policy alternatives, an inclusive process is used to facilitate input from a wide range of partners, connect their interests, and ultimately sign on influential organizations across sectors as endorsers. The process involves orchestrating forums around the region to share emerging policy reform agendas and collect

public input. In other instances, Sustainable Pittsburgh leads in drafting regional vision plans or specific policy for review and mark-up by collaborating partners. Both approaches to the organization's planning process contribute to building constituency and solutions that garner broad buy-in.

By being a source of technical assistance and working hands-on with community leaders throughout the region, "in the field" exposure affords Sustainable Pittsburgh a unique appreciation of community needs that serves its niche role of linking partners and resources. As such, the organization's growing network is increasingly a "go to" for expertise on technical issues, best practices, testimony, and referrals.

★ LEADERSHIP IMPLEMENTATION

THE LEADERSHIP of Sustainable Pittsburgh routinely meets organizational and communication challenges that naturally stem from engaging diverse constituents to collaborate and advocate for positive change. A distinct advantage of the sustainability framework is that it focuses on issue linkages, causes, and effects. Thus the process of sustainable development is a platform for interests that partners hold in common; it unites them, as opposed to differences that divide. Systems thinking fosters collaboration.

In addition, it has been critical for Sustainable Pittsburgh to retain an independent and fact-based assessment of regional policy and projects, while at the same time ensuring that findings are reviewed and vetted by constituents prior to public dissemination. Examples include the Southwestern Pennsylvania Sustainability Indicators Report, Citizens Vision for Smart Growth, and Regional Policy Guidance Document that are full of easy-read data and trend analysis linking causes and effects and tied to policy recommendations. These reports are not relegated to the shelf but become the impetus for regional forums that Sustainable Pittsburgh organizes with partners to share findings and inspire dialogue on local solutions.

In addition to facilitating regional forums and providing technical assistance, Sustainable Pittsburgh partners with government on public input and education, assists businesses with sus-

tainability assessments, and leverages a unique partnership with the local National Public Radio affiliate to educate and involve the public in accelerating sustainable development at home, at work, and in the community. Formal partnership with a national transportation nonprofit organization affords Sustainable Pittsburgh additional staff and connection to national networks and expertise.

★ RESULTS

THROUGH ITS COLLABORATION strategy, Sustainable Pittsburgh has been able to engage community and business leaders and elected officials in new methods of pursuing sustainable development for the region. Specifically, the organization has been able to:

Connect officials in neighboring municipalities, who had never previously collaborated, to identify and address common land use, transportation, and redevelopment issues.

Empower local decision-makers with tools and data required to solve local problems in the context of regional growth and needs as well as engage in regional policy reforms.

Assist communities in creating a master plan or comprehensive plan by providing technical assistance and free workshops with experts in the field, such as architects, land use planners, and others.

Facilitate, build capacity, and bring funding to partners in addressing quality of life and talent attraction/retention projects.

Create leadership-building opportunities and engage diverse citizenry in developing a vision and strategies for targeting investments for regional prosperity that has been widely distributed to decision-makers at the local and state levels. ■

“When working with partners it is essential to know your limitations and not to over-promise on what you can deliver; to continually acknowledge and support your partners; and to learn your partners' language and understand their needs.”

Court Gould, Executive Director, Sustainable Pittsburgh

Collaboration Across Sectors

CASE STUDY

Women's Center & Shelter of Greater Pgh.

The Women's Center & Shelter of Greater Pittsburgh (WC&S) was one of the first six shelters in the United States for abused women. The organization has consistently been at the forefront of the Domestic Abuse Movement, creating and implementing effective programming aimed at intervening for and preventing domestic violence. Each year, more than 9,000 women, children, and men utilize their services for domestic violence victims.

★ LEADERSHIP SPARK

THE LEADERSHIP and personal conversation between Shirl Regan, the executive director of the Women's Center & Shelter of Greater Pittsburgh, and Kathy Buechel, then president of the Alcoa Foundation, was the spark that developed and launched this successful example of collaboration across sectors.

Women's Center & Shelter of Greater Pittsburgh had an opportunity: the organization needed to identify and implement a uniform management and information system across the organization. Management styles varied across the agency and the training of new staff, as well as communication of job expectations and organizational values, were highly inconsistent. In addition, most procedures and processes were manual and high annual turnover led to a large loss of institutional knowledge.

In the summer of 2003, Shirl met with Kathy Buechel, a former board member and president of the Alcoa Foundation. Kathy asked Shirl what challenges WC&S was facing as an organization, and Shirl mentioned the need for a unified manage-

ment system. Interestingly, the Alcoa Foundation was searching for a collaboration opportunity to extend their support for nonprofit organizations beyond financial donations. In particular, they were eager to apply their production system knowledge to an innovative human services organization.

As a result of Shirl and Kathy's willingness to share their organizations' respective needs and interests, WC&S was selected as a pilot site for an innovative nonprofit/corporate collaboration. The Alcoa Foundation provided funding to hire consultants from the True North Institute, and a partnership developed between WC&S and The Alcoa Management Group. The project goal was to help the center change its management style and to test whether Alcoa's production-based system was transferable to human service organizations.

“Organizations need to make the time for quality improvement — a lot of the work we did was around procedure and system issues, and we have now saved 60 hours a month by learning how to do things differently. That is an additional 1.5 staff person time to spend working towards our mission.”

*Shirl Regan, Executive Director,
Women's Center & Shelter of Greater Pittsburgh*

★ LEADERSHIP IN PLANNING

SEVERAL ASPECTS of the planning process greatly enhanced the day-to-day working relationship of the WC&S and Alcoa Foundation collaboration, including:

Trust: Shirl and Kathy had a high degree of trust, partially due to their previous working relationship, which created a mutual sense of commitment to the collaboration.

Clarity of Timeline and Goals: Alcoa had clear goals for the timeline of establishing a pilot site, which were agreed by both partners. Although WC&S wanted to slow the process down at times, they kept the pace of the original timeline due to

the initial agreement and expectations.

Clarity of Key Collaboration Principles: Alcoa had clear principles for effective collaboration, which were clearly agreed by both partners:

- A safe environment for staff learning
- No layoffs due to efficiency improvements
- Separate people from problems
- Share and discuss challenges and problems
- Establish measurable results
- Allocate sufficient staff time to the collaboration

★ LEADERSHIP IMPLEMENTATION

THE CENTER SELECTED their legal advocacy department as a pilot department for the approach, which was an ideal pilot site since 1) it was less involved in the larger ongoing projects of the center, and 2) needed to find ways to use staff more efficiently due to a recent downsizing.

The WC&S leadership had to address and overcome several implementation challenges and risks:

Risk of failure. Shirl was aware of the possibility that adopting the system would be a failure, waste time, and deteriorate employee morale. It was essential for her to assert her leadership and establish a shared vision among the management team that the system would create real change.

Obtaining support from staff. Many staff felt challenged by a process that presented an entirely new way of thinking and addressing problems. Most of the staff was busy, and it was important to demonstrate value of the change and establish a broad base of internal supporters of the system.

Personal Risk. Shirl had worked at the center for 20 years and had been the director of the Direct Service Programs. She had created many of the systems that needed to be overhauled,



Executive director Shirl Regan, seated center, and the staff of **Women's Center & Shelter** serve more than 9,000 individuals each year. Founded in 1974, WC&S was one of the first six shelters in the United States for battered women.

and although Shirl knew where they did not work, she did not know how to fix them. “My ego was on the line — I had to remember that I did the best job I knew how to then, and that now we were in a different phase and needed to do things differently.”

Overcoming Skepticism. Several managers were skeptical that the manufacturing systems and processes at Alcoa could be translated to a human services organization. However, weekly implementation meetings identified and resolved implementation challenges to keep the process moving forward.

“It is really important to spend time up front working out the partnership agreement — you need to determine what each group will deliver and spend time learning how to communicate with one another successfully.”

Shirl Regan, *Executive Director, Women’s Center & Shelter of Greater Pittsburgh*

★ RESULTS

THE PARTNERSHIP between the Women’s Center and Alcoa has been tremendously successful. The new management system at the Center has led to very positive results — prior to using the new system, the data collection process 13.5 hours per month from two associates; after after the new system, the same activities require less than one hour per month from only one associate. WC&S has stopped collecting data that funders no longer require, and has developed a clear system and pathways by which to collect and analyze new data. Staff morale at the center has never been higher; they perceive themselves as a community of scientists that have learned how to problem-solve using a scientific method. Alcoa is interested in using the WC&S training manual in partnership with other human service organizations in communities where it is located across the world. ■



Collaboration Across Sectors | FURTHER READING

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MANAGEMENT TOPIC

No. 3

Collaboration Within the Nonprofit Sector

COLLABORATION provides an opportunity for nonprofit organizations to work collectively to serve clients better, increase efficiency, and offer broader and integrated services. Complex problems, such as poverty and education, often benefit from cooperative solutions and joint programming, and collaboration creates knowledge and relationships that enhance the capacity of the sector. Moreover, rapid growth in the sector has increased competition making collaboration, in some cases, an organizational necessity. Indeed, according to Peter Senge, “the ability to recognize interdependencies is crucial to the success of organizations, communities, and people of all nations in the 21st century.”



Opportunities¹ — Define the full spectrum of your clients’ needs and brainstorm gaps in services and resources provided by your organization.

Identify Potential Partners — Explore the landscape of complementary nonprofit organizations and identify programs and services that enhance your offering.

Explore Different Forms of Partnership — Look at the different forms:² mergers, joint ventures, administrative consolidation, parent subsidiary structures, management service organization, or joint programming.

Consider Geographic Proximity — Collaboration may be facilitated by geographic proximity, as it is easier to share, communicate, and collaborate with a neighbor than with an organization sepa-

rated by distance. The easiest way to improve organizational efficiency, while not impacting mission delivery, is through the collaboration or sharing of non-mission-critical or back-office functions.³

Engage Stakeholders — Include staff, board members, funders, and external advisors in the collaborative process. Take leadership to ensure that your organization has a supportive environment to maintain and sustain the collaboration, including a champion willing to devote time, energy, and resources to the effort.

Manage Implementation — Specify desired results and measure performance. While it can take time to achieve collaborative objectives, unsuccessful partnerships need to be modified or terminated.

¹ Nonprofit Collaboration and Mergers: Finding the Right Fit. 2004.

² Strategic Restructuring: Partnership Options for Nonprofits. La Piana Associates, Inc. www.lapiana.org/defined/matrix

³ 2005 Tropman Report: Service Clustering: Building Cohesive Public Service Capacity

Collaboration Within the NP Sector

CASE STUDY

Human Resource Collaborative

The Human Resource Collaborative offers a unique solution to human resources management at three Greater Pittsburgh nonprofit organizations: Bethlehem Haven, Pennsylvania Organization for Women in Early Recovery (POWER), and The Center for Victims of Violence and Crime (CVVC).

★ LEADERSHIP SPARK

THE LEADERSHIP AND INITIATIVE of Marilyn Sullivan, executive director of Bethlehem Haven, was the spark that developed and launched this successful example of collaboration within the nonprofit sector.

Bethlehem Haven had an opportunity: the organization was growing rapidly and needed human resource expertise and support, but could not afford to hire, or fully utilize, a dedicated staff member.

Marilyn Sullivan approached Rosa Davis, executive director of POWER, to see if she would be interested in “sharing” an HR director with Bethlehem Haven. Marilyn and Rosa’s history of working together through Leadership Pittsburgh and geographic proximity (POWER was leasing office space from Bethlehem Haven) made it easy to explore the partnership.

The two leaders determined that they would need to bring in a third partner in order to make an HR director position feasible, and approached Stephanie Walsh, executive director of CVVC (located next to Bethlehem Haven). Marilyn, Rosa, and Stephanie agreed to explore collaboration by hiring a shared human resources director.

★ LEADERSHIP IN PLANNING

PERSONAL RELATIONSHIPS and geographic proximity made it easier for the collaboration to gain traction and establish trust and communication.

A planning grant from The Forbes Funds provided the support and leadership required to further develop the collaboration concept and prepare for implementation.

Guided by a consultant, the planning phase helped to identify the specific HR needs of each organization and develop a plan to meet these HR needs. In addition, a contract was created to govern the collaboration, which enabled the organizations to work together to develop trust, build consensus among each board of directors, and establish credibility with prospective funders.

★ LEADERSHIP IMPLEMENTATION

MULTI-YEAR FUNDING from The Pittsburgh Foundation, The Richard King Mellon Foundation, and the FISA Foundation provided the support and leadership required to launch and grow the Human Resource Collaborative.

In addition, the personal leadership and commitment of the co-founders, Marilyn Sullivan, Rosa Davis, and Stephanie Walsh, was required to overcome obstacles and evolve the initiative.

The collaboration hit a major challenge when the first HR director left after six weeks on the job. After challenges in scheduling candidate interviews with all three executive directors, the leadership team enlisted the help of a consultant to screen candidates. Shortly thereafter, a new HR director was hired.

Day-to-day management of the position presented another challenge, and the leadership team decided that the HR director should report to one leader. While the position reports directly to Stephanie Walsh, executive director of CVVC, all three executive directors collectively outline her monthly priorities and activities. The HR director produces a monthly log of activities and provides equal time to all three organizations. Tasks are prioritized based on urgency of the need, and staff from each organization can utilize the resource at any time.

The three executive directors meet on a monthly basis and e-mail each other regularly to manage the collaboration and continue building a relationship of trust.

★ RESULTS

THE ADDITION OF AN HR DIRECTOR has provided valuable HR expertise and support to all three organizations. Because of the added value, the leadership team is considering an Information Technology Collaborative. They also provide joint training events for staff and board members, and continue to learn actively from each other's management style and problem-solving approach. Finally, the organizations are considering the development of a for-profit subsidiary that provides HR products and services to human service organizations of similar size, from which profits would be shared among the three nonprofits. ■

“ We are constantly trying to learn more and build up our organizations. I think we stimulate each other's leadership just by coming together and talking about issues. This is a benefit that we did not anticipate when we first conceived of this collaboration. ”

Marilyn Sullivan, *Executive Director, Bethlehem Haven*



The Human Resource Collaborative is a partnership formed by three local nonprofits that share the expertise of one HR professional. The organizations' missions are different but the populations that each serves overlap. Collectively, the three organizations serve more than 40,000 people annually. Left to right are: Rosa Davis, Stephanie Walsh, Nancy Simpronio, and Marilyn Sullivan.

Collaboration Within the NP Sector

CASE STUDY

Alliance of
Nonprofit Stores

The Alliance of Nonprofit Stores (ANS) is an inventive collaboration founded by the leadership of National Council of Jewish Women, Salvation Army, Goodwill Industries of Pittsburgh, The Society of St. Vincent de Paul, and Bethlehem Haven. The ANS mission is to work together to build upon the popularity of the thrift and resale industry, and to educate the public about responsible giving practices. Each member of ANS shares a common goal of giving back to the communities in which their retail locations are located.

★ LEADERSHIP SPARK

THE PERSONAL LEADERSHIP AND INITIATIVE of Fred Just, executive director of The Society of St. Vincent De Paul, was the spark that developed and launched this successful example of collaboration within the nonprofit sector.

The Society of St. Vincent de Paul saw an opportunity: thrift stores were facing increasing competition from for-profit second-hand stores, eBay, and dollar stores, which was reducing proceeds available to support the nonprofit mission of the organization.

With encouragement and support from his organization, Fred developed the concept that nonprofit thrift stores in Greater Pittsburgh may be able to pool their resources and collaborate on strategies to improve competitiveness.

Fred approached Goodwill Industries of Pittsburgh and The Salvation Army to see if they would be interested in collaboration. The organizations agreed, and then reached out to the National

Council of Jewish Women, which ran the Thriftique Store, and to Bethlehem Haven, which operated the Ambiance Boutique — thus creating the Alliance of Nonprofit Stores.

★ LEADERSHIP IN PLANNING

A FOUNDATION GRANT provided the support and leadership required to further develop the collaboration and prepare for implementation.

The work defined two primary goals for the ANS: 1) to educate the public regarding the differences between donating and shopping at a nonprofit store and a for-profit store, and 2) to share information and resources between participating organizations that would help strengthen each participating organization.

★ LEADERSHIP IMPLEMENTATION

ANS IS A RELATIVELY NEW COLLABORATION, and the personal leadership and commitment of the co-founders will be required to overcome obstacles and evolve the initiative. For example: ANS rotates responsibility to chair meetings, which has advantages (e.g., distributes work, engages all leaders, etc.) as well as disadvantages (e.g. blurs accountability). A future challenge will be to determine the structure of membership and dues, in the context of significant financial differences among participating organizations.

“ Instead of competing with each other, we have marshaled our collective energies to compete more effectively with the for-profit thrift stores, eBay, and dollar stores. Partner organizations are aware of the strategic direction of other partners and can incorporate it into planning. ”

Fred Just, *Executive Director, Society of St. Vincent de Paul*

★ RESULTS

ANS HAS DEVELOPED several tangible benefits for participating organizations: 1) a collaborative marketing strategy, including a common logo and identity that are distributed at each site to every customer; 2) shared operational information, such as salary benchmarks; and 3) training on how to develop and retain volunteers.

In addition, ANS partners are exploring shared purchasing information on store supplies; tracking client referrals and reassignment to partner stores as appropriate; and shared publicity of fundraising events through partner newsletters and publications. ■



Collaboration Within the Nonprofit Sector | FURTHER READING

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In Search of Strategic Solutions: A Funders Briefing on Nonprofit Strategic Restructuring. David LaPiana & Amelia Kohm, Grantmakers for Effective Organizations, 2003

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Saleem Ghubril, executive director and founder of **The Pittsburgh Project**, sits in the gallery space housed inside The Project. The Project is an urban, neighborhood-based, Christian community development organization located on Pittsburgh's North Side. *Read more about The Pittsburgh Project on page 27.*

MANAGEMENT TOPIC

No. 4

Fundraising

THERE ARE MORE THAN 2,670 nonprofit organizations in Greater Pittsburgh, including 1,800 that operate in Allegheny County.⁴ The sector is highly efficient with an impressive 3.5 percent of total revenue expended on operating costs. However, the Pittsburgh nonprofit sector is also faced with several challenges, as it is largely dependent on user fees and government grants, and only 61 percent of organizations maintain a positive operating margin. In addition, funding is becoming more difficult to secure due to decreased availability of support from federal, state, and local governments. As a result, it is essential that the Pittsburgh nonprofit sector: 1) pursue diverse and creative ways to secure funding, 2) improve and expand grant-seeking efforts, and 3) establish structural balance through a mix of sources and methods of securing funding. Earned-income ventures, cost sharing, and leveraging total resources are essential components of effective nonprofit management.



Launch a Social Enterprise — Earned-income ventures can be creative opportunities to establish renewable sources of income. Examples of earned-income activities range from fee-based services to celebrity cookbooks to museum gift shops.

Pursue Cost-Sharing Initiatives — Collaboration with other nonprofits or businesses to share costs can be highly effective. Coalitions and alliances are an effective technique to share fundraising costs. Other cost-sharing techniques include joint

purchase of goods and services, shared technology, and co-location.

Engage Individual Donors — It is essential that nonprofit organizations establish relationships with a broad base of individual donors of all sizes, including the board of directors, staff and volunteers, alumni, vendors, and neighbors.

Expand Outreach — Engage new individuals through phone telethons, direct mail, payroll deduction, and the Internet. In addition, consider building awareness among civic groups such as schools, unions, and religious institutions.

⁴2004 Tropman Report: Charting the Resources of the Pittsburgh Region's Nonprofit Sector

Fundraising

CASE STUDY

The Pittsburgh Project

The Pittsburgh Project is an urban, neighborhood-based, Christian community development organization that operates a progressive series of after-school and summer programs in which children and young people grow academically, relationally, and spiritually, and become prepared to transform culture and serve neighbors. In addition, The Pittsburgh Project performs free home repairs to in-need homeowners and operates the Charles Street Cafe, a neighborhood coffee shop.

★ LEADERSHIP SPARK

THE PERSONAL LEADERSHIP and initiative of Saleem Ghubril, executive director of The Pittsburgh Project, has established a balanced mix of funding sources through a simple but powerful approach to fundraising.

The Pittsburgh Project's fundraising approach is focused on incorporating the core principles of "please" and "thank you" into personalized appeals. According to Ghubril, the strategy is "not really that hard or sophisticated," but has been extremely effective in demonstrating the values of the organization and impact of donations. It is not uncommon for the organization to thank donors as many as three or four times for a single gift through various updates regarding the impact of a donation. As a result, The Pittsburgh Project has established a reputation of program impact, reliability, and fundraising excellence among the donor community.

★ LEADERSHIP IN PLANNING

STRATEGIC PLANNING at The Pittsburgh Project has become an increasingly important component of fundraising success. Ghubril has found the planning process invaluable to translate program out-

comes into fundraising goals.

Through planning, The Pittsburgh Project has developed the capacity to communicate fundraising objectives to donors in terms of program outputs, such as "serving more urban children and youth (e.g., grow from 90 to 200/day)" or "repairing more homes for vulnerable Pittsburgh homeowners (e.g., grow from 140 to 200/year)." As a result of this direct connection between fundraising goals and program impact, the organization has increased its fundraising efficiency and enhanced continuity of donor relationships.

★ LEADERSHIP IMPLEMENTATION

THE FUNDRAISING PHILOSOPHY and implementation approach at The Pittsburgh Project has remained consistent over time. While the mix of revenue has changed, the organization remains focused on:

Demonstrating Integrity. The organization prides itself on "doing what they say they will do" and by growing its reputation through grassroots impact and results.

Reporting Impact. Providing donors with a full report of impact prior to engaging in a dialogue regarding future donations is a core element of the fundraising approach.

Encouraging Creativity and Innovation. Over the past several years, The Pittsburgh Project has launched creative programs that add to the diverse revenue mix, such as the neighborhood coffee house and a CD of worship music.

★ RESULTS

SINCE INCEPTION 20 YEARS AGO, The Pittsburgh Project has steadily diversified its revenue from a 100 percent earned-income, single program summer camp to a balanced mix of income sources, including: earned-income activities (40 percent), corporate/foundation donations (30 percent), individual supporters (20 percent), and other sources, such as churches (10 percent). In addition, The Pittsburgh Project has significantly increased fundraising efficiency from 10 percent, or 1 "yes" out of every 10 "asks," to 50 percent or higher. ■

“We find it important to remember that nobody owes us anything...”

Saleem Ghubril, Executive Director, The Pittsburgh Project

Fundraising

CASE STUDY

North Hills
Community Outreach

North Hills Community Outreach (NHCO) is an interfaith nonprofit organization that addresses the spiritual, emotional, physical, and material needs of people in crisis, hardship, and poverty. NHCO provides information and education, and facilitates access to resources to bring immediate help in a manner that preserves personal dignity and demonstrates the love of God.

★ LEADERSHIP SPARK

THE PERSONAL LEADERSHIP and initiative of Fay Morgan, executive director of North Hills Community Outreach, has developed a broad base of relationships, a diversity of funding sources, and a reputation that every gift is valued and leveraged effectively.

North Hill’s fundraising strategy begins with a commitment to excellence in all NHCO programs. The goal is not just to be good, but rather to always be effective, professional, and excellent stewards of every dollar and donation. NHCO has found that effectiveness in program delivery — and making a difference in the lives of people in the community — are attractive and important decision points for current and potential funders when determining where to give.

This vision is demonstrated in NHCO’s response to all donations. There are no tiers of giving — all donors are listed together, and donors are treated and valued the same way as each person in need. Small donations are as important as gifts of higher monetary value from wealthy donors. In either case, NHCO believes it is essential to communicate to the

donor how a gift was used, and to describe the impact that it made in a family or individual’s life.

★ LEADERSHIP IN PLANNING

SINCE INCEPTION, NHCO’s board has made it a priority to develop a diverse base of funding. The approach was agreed to reduce volatility and risk as well as provide increased flexibility and control of programming decisions. In addition, a diverse funding base is consistent with the NHCO mission to reach all parts of the community.

NHCO’s fundraising practices reflect the planning leadership of the board. Although many schools and youth groups may only raise a small amount from a candy sale or row-a-thon, Fay is committed to establishing ongoing relationships with these groups and nurturing philanthropists of the future. In addition, NHCO’s service area is large and intentionally diverse. Although this sometimes creates challenges in mobilizing constituents on issues of common concern, it fosters community and establishes a diverse network of relationships across a large geographic area.

“I bring a vision that makes clear how the people that NHCO helps are important, and that each one is valued... I also have a vision that includes how each donor is important and valued, and without donors NHCO can’t help people in need.”

*Fay Morgan, Executive Director,
North Hills Community Outreach*

★ LEADERSHIP IMPLEMENTATION

THE CORE STRATEGY Fay uses with fundraising is “to ask.” She goes on to say, “You have to ask others to help, and if you don’t ask, they won’t have the opportunity to help.” North Hills Community Outreach develops and nurtures donors through:

Tracking. NHCO maintains excellent records on donors. Volunteers help maintain the database, ensure that contact information is accurate, and help make sure that donors are thanked, added to the mailing list and acknowledged in the newsletter.

Knowing donors. NHCO understands donors' interests and reports back promptly on what their donations have accomplished.

Leveraging volunteers. Volunteers are essential to North Hills' ability to accomplish its mission, and are developed at all levels of the organization. Each volunteer acts as an advocate for NHCO in the community.

Establishing broad accountability for development. Staff at all levels are trained to be good communicators and to think about how they can contribute to fundraising.

Making it easy for people to donate. NHCO satellite locations get closer to people in need and access new groups of people who want to become active in helping their community.

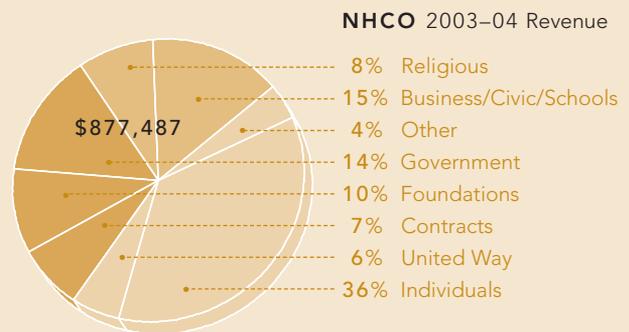
Pursuing in-kind donations. NHCO actively recruits in-kind gifts that allow them to conserve their funds for people in need.

Exploring new models of generating revenue. NHCO is launching two new social enterprises, which will add to their already diverse revenue mix. For example, Community Auto will accept

donations of cars, and repair and sell them to local workers with low income.

★ RESULTS

NHCO'S FUNDING SOURCES include a diverse mix of contributors and extensive network of individuals: 18 government entities; 42 foundations; 144 school groups; 183 civic groups; 184 religious groups representing all faith traditions; 476 businesses; 2,113 volunteers; and 3,836 individuals who gave financially or in-kind in 2004–05. ■



Fundraising | FURTHER READING

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MANAGEMENT TOPIC

No. 5

Social Enterprise

A SOCIAL ENTERPRISE is an income-generating activity that enables nonprofit organizations to diversify sources of revenue, generate unrestricted income, and achieve a greater degree of self-sufficiency in pursuing their nonprofit mission. Social enterprise ventures may also improve program and service delivery, foster a dynamic and entrepreneurial culture, and provide staff a greater diversity of leadership and career options.

Earned-income activities and nonprofit business ventures are two different types of social enterprises. Earned-income activities typically emerge from existing programs and are designed to cover the cost of a program or the production of a product. Examples include charging service fees or selling subscriptions to a newsletter or publication. In contrast, nonprofit business ventures are typically launched to significantly increase profitability and growth. Often, nonprofit businesses are created as a subsidiary entity to the parent nonprofit, with a separate board and staff, to establish clarity between day-to-day operations of the business and nonprofit organization.



Preparation and Planning — Generate ideas — by identifying the most valuable assets of the organization — assess opportunities, and select a short-list of possible ventures.

Feasibility and Market Analysis — Investigate the market for the venture’s products or services and

existing competitors already serving potential customers.

Venture Design — Develop a comprehensive plan for meeting the operational, financial, HR, development, and other requirements of the venture.

Financial Analysis — Develop assumptions and analyze the projected financial position of the venture.

Business Plan — Develop a document to communicate the design of the venture, market potential, and resources required.

Social Enterprise

CASE STUDY

The Good Grief Center

The Good Grief Center for Bereavement Support is a place where individuals can call or visit to find the support they need during difficult times. Each person handles grief differently, and the organization provides resources that help people find healthy ways of coping with grief.

★ LEADERSHIP SPARK

THE PERSONAL LEADERSHIP and initiative of Lulu Orr, executive director and founder of The Good Grief Center for Bereavement Support, was the spark that created this innovative organization and established earned income ventures as an integral component of its growth and success.

Based on market research, feedback, and financial support from professionals and experts in the field, Lulu founded the Good Grief Center to create a comprehensive resource and support organization for people who are grieving.

However, soon after launching the organization, the Center encountered several needs. As a former service provider, Lulu had limited experience running an organization and needed to acquire a diverse set of management skills. In addition, the organization had been launched largely through the support of generous foundations and individual donors and needed to establish a broader base of revenue to increase financial stability.

★ LEADERSHIP IN PLANNING

THE ORGANIZATION LAUNCHED a formal planning process that resulted in being selected as a

winner of the 2005 Pittsburgh Social Enterprise Accelerator business plan competition, which supports emerging social enterprise ventures through financial support, knowledge sharing, and connections with key organizations. The Accelerator brings an external perspective, credibility, and provides critical expertise in the management of non-profit earned income ventures.

Additionally, in Spring of 2005, the Center received grants totaling \$290,000 to continue the development of three social enterprise initiatives: *Good Grief Care Packages*, *Compassionate Calling*, and *Grief in the Work Place*.

“The Pittsburgh Social Enterprise Accelerator has a passion for making nonprofit business ventures successful and nonprofits more self sufficient, and I have a passion for helping people with grief. Together, we can achieve great success.”

Lulu Orr, *Executive Director and Founder,*
Good Grief Center for Bereavement Support

★ LEADERSHIP IMPLEMENTATION

THE STRATEGIES FOR the center's three earned income ventures, appropriately titled *Compassionate Connections*, emerged from the organizations' leadership and experience in the field, as well as from the commitment of the Board of Advisors.

Compassionate Calling is a program which offers follow-up phone calls to grieving individuals on behalf of organizations who wish to better serve their clients by introducing grief resources and support. The service, which emerged from Lulu's background in consulting to funeral homes prior to establishing the Good Grief Center, provides a marketing opportunity for these organizations, a service to grieving families, and a diverse and stable source of income for the center.

The Care Package is a product that offers an assortment of items to be sent to a grieving person by their employer, co-workers, friends or relatives in lieu of, or in addition to, traditional sympathy

floral arrangements. This thoughtful gift can be sent when the death occurs, weeks or months later, or in recognition of an occasion when the loved one is especially remembered, such as a birthday, Mother’s/Father’s Day, or anniversaries. The initiative meets the need of organizations by helping their employees feel supported, directs resources directly to the griever, and provides the Good Grief Center with another source of income.

Grief in the Workplace is the employers’ choice as the only fully comprehensive bereavement support system that offers both pro-active and reactive products and services to employees and organizations. This program strengthens workplace stabil-

ity, loyalty, and productivity while supporting individuals and co-workers to successfully manage grief in a compassionate and effective manner.

★ RESULTS

THE GOOD GRIEF CENTER has demonstrated leadership in establishing social enterprise as an opportunity to diversify revenue and increase sustainability. Though many of the Center’s earned-income initiatives remain in the early stages of launch and development, they are already showing great promise in creating a new sustainable revenue stream for the Good Grief Center. ■

“ If you don’t ask you will never know... it is possible to develop the knowledge required to create an earned income venture. ”

Lulu Orr, Executive Director and Founder, Good Grief Center for Bereavement Support



Aliya Durham (*center*), executive director of **Operation Better Block**, with community partners who advise the organization on how to best meet its goals of promoting and revitalizing the Homewood-Brushton Community.

Social Enterprise

CASE STUDY

Center for Creative Play

Center for Creative Play (CFCP) is a national leader in inclusive play and play environments. Founded in 1995 by five parents who wanted a place where all children were welcomed, CFCP operates a play environment in Pittsburgh that has become a national model. CFCP provides training and technical assistance to other organizations across the country and produces products that promote inclusive play, such as the award-winning musical CD collection, *Time to Sing!*

Center for Creative Play generates 60 percent of its operating budget through earned-income activities.

★ LEADERSHIP SPARK

THE PERSONAL LEADERSHIP and initiative of Mara Kaplan, chief executive officer and a founding parent of Center for Creative Play, was the spark that developed and launched this successful example of social enterprise in the nonprofit sector.

As a grassroots organization founded collectively by a group of parents, CFCP was established with an entrepreneurial and innovative culture. When Mara Kaplan applied for the job of CEO, she submitted a five-year vision for CFCP that included a number of fee-for-service ideas. Mara's idea to offer private birthday parties for a fee was quickly adopted and became a significant source of revenue.

Building upon this success, CFCP has developed many other revenue-generating initiatives related to membership and programming in the playspace,

sales of children's music CDs, advisory services to other organizations considering inclusive indoor playspaces, as well as the rental of space in their building.

★ LEADERSHIP IN PLANNING

A GRANT FROM the W.K. Kellogg Foundation, as well as financial support from Allegheny County's Department of Economic Development, a local bank, other foundations, and individual donors, provided the support and leadership required for the Center for Creative Play to achieve self-sufficiency and replicate its innovative program model in other regions.

In 2000, CFCP faced a pressing situation: despite many requests for help in replicating its innovative model, the organization lost its lease and was subject to significant operational instability. In response, Center for Creative Play launched a capital campaign and raised \$5 million to support efforts to purchase their building. Today, 91 percent of the mortgage is covered through rent received from other tenants in the building — a diverse and more secure source of income.

As Center for Creative Play moved into their new building, the organization received a second grant from the W.K. Kellogg Foundation to support the hiring of new staff that would focus on program replication. In addition, CFCP started working with the Pittsburgh Social Enterprise Accelerator in an on-going effort to further diversify sources of revenue and strengthen earned-income activities.

★ LEADERSHIP IMPLEMENTATION

IN ADDITION TO private birthday party revenue and rent from building tenants, CFCP has three other earned income initiatives:

Time to Sing! was inspired by parents' desire for a CD with children's music with lyrics that could be followed by children who are just learning to speak, or have speech development delays. After carefully researching the potential market, CFCP received grant money to develop and produce a pilot CD. Initially, CFCP hoped that revenue from sales of the CD would cover the cost of production, which would enable the grant received to be used for general operating purposes. However, the project has exceeded expectations and generated an

annual profit of \$25,000. The initiative required a modest amount of ongoing work from CFCP and became a reliable source of income.

The advisory practice is focused on helping other communities open Center for Creative Play Enviroments™, and on working with organizations to evaluate their accessibility. CFCP conducts workshops on its operating practices and performs architecture reviews of existing and new play-spaces. This approach has enabled CFCP to create a pipeline of potential clients at varying levels of financial commitment.

The Creative Cuisine Café was opened to provide families with refreshments while they play. The café offers nutritious meals, snacks, and beverages, including fresh fruit smoothies, homemade salads, and traditional favorites such as french fries, cheese sticks, and chicken fingers that have up to 50 percent less fat due to the use of a state-of-the-art greaseless fryer.

★ RESULTS

THE RESULTS OF Center for Creative Play's focus on innovation, entrepreneurship, and social enterprise are impressive:

CFCP currently funds 60 percent of its operating budget through earned income ventures; by 2007, the organization hopes to fund 75 percent of the budget through social enterprise.

The *Time to Sing* CDs fill a niche market within the child music industry that is not met by other vendors.

At the end of 2005, Center for Creative Play supported the opening of two sites in Michigan. In 2006, a third site will open.

CFCP continues to look for ways to expand its earned income strategies while staying true to its mission of ensuring that all people understand the importance of play for all children. ■

“In order to create the best possible chance of success in a social enterprise, an organization must secure sufficient capital to launch the initiative, have support and access to as many experts as possible, and exercise leadership... there needs to be someone for whom the venture is their passion and will do anything required to make it succeed.”

Mara Kaplan, *Founder and CEO, Center for Creative Play*



Social Enterprise | FURTHER READING

**Selling Social Change (Without Selling Out):
Earned Income Strategies for Nonprofits,**
Terry Miller, Jennifer Lehman and Andy Robinson,
Jossey-Bass, 2002

**Enterprising Nonprofits:
A Toolkit for Social Entrepreneurs,**
J. Gregory Dees, Jed Emerson and Peter Economy,
Wiley, 2001

**Strategic Tools for Social Entrepreneurs: Enhancing
the Performance of Your Enterprising Nonprofit,**
J. Gregory Dees, Jed Emerson and Peter Economy,
Wiley, 2002

**How to Change the World: Social Entrepreneurs
and the Power of New Ideas,**
David Bornstein, Oxford University Press, 2004

Managing and Measuring Social Enterprises,
Rob Paton, Sage Publications, 2003

INSPIRATION: Wendelynne Newton

The Dream

FOUR DAYS AFTER her son Max was born, Wendelynne (Wendy) J. Newton awoke in her North Hills home, sweating and shaking from a terrifying dream. Wide awake, she decided to feed her son, but when she lifted him up, she suddenly realized he wasn't breathing. "I put him on my knee, pounded his back and got him to take air," she recalls. Soon, Max was in a bed in Children's Hospital of Pittsburgh, wired to an alarm. If he stopped breathing, the nurses — or his mom, in the chair beside Max's bed — would immediately wake him.

Ten years later, Newton returned to Children's Hospital frequently during a period of many months, not as a mom, but as an attorney with the responsibility of representing Children's in the now completed merger with the University of Pittsburgh Medical Center (UPMC). When the merger was presented to the Pennsylvania attorney general for approval, Newton actually represented both Children's and UPMC — a rare symbol of trust and respect.

According to Rhonda Comer, then in-house counsel for Children's and now counsel at Children's Hospital in Columbus, Ohio, there was also an invisible third client — an overpowering presence — and the ultimate reason Newton labored so diligently

to make the merger work: the children, like her son, Max, who would benefit from the ultimate objective of the merger — a world-class pediatric hospital.

COMER WAS IMPRESSED but not surprised by Newton's legal acumen and by her passionate commitment to kids. Long before she became a parent — from the beginning of her groundbreaking and pioneering career — Wendy Newton has been an indefatigable legal voice for children in Allegheny County.

As a young attorney in the early 1980s, Newton joined one of Pittsburgh's largest and most distinguished law firms, Buchanan Ingersoll, and immediately began doing pro bono work for a number of institutions, most

abused. The images of this suffering were burned inside of her and gradually enhanced her awareness not only of her own fortunate circumstances, but also of the importance of finding ways in which she could make a real impact on the problems facing children.

Newton eventually became a member of the board of the Legal Aid Society and, as board president, watched over its transition to KidsVoice, a multi-service non-profit organization on which a recent CBS TV drama, "The Guardian," was based. Her commitment to public service was "unparalleled," says Comer, who served on the KidsVoice board with Newton, as did Stella Smetanka, a professor at the University of Pittsburgh Law

“ I have always known that my good fortune in life comes with deeply embedded responsibilities. This is not a sacrifice, I enjoy — I become enriched by — the work I do. ”

prominently the Legal Aid Society, representing children in the trenches of Juvenile Court. The children she met there were born into unfortunate circumstances; they would be found wandering the streets, abandoned in cars — alone, crying, naked, physically and emotionally

School, where Newton is an adjunct. "She is," says Smetanka, "a powerful role model, most especially for young women attorneys."

In addition, Mary Ann Dunham, a colleague at Buchanan Ingersoll, describes Wendy as a "trailblazer," and



Wendy Newton leads the Pittsburgh litigation group of Buchanan Ingersoll PC, where she specializes in antitrust.

“one of the premier antitrust attorneys in the country.”

Newton was elected the first woman director on the Buchanan board at a young age, and she played an instrumental role in initiating and implanting an alternative work schedule. “She set it up and never used it,” says Dunham. A family member watched her two children when they were young. “But this is quintessential Wendy Newton. She knew it needed to be done — so she did it.”

Dunham, who attended a Catholic high school, smiles almost apologetically, pausing to acknowledge the fact that Wendy Newton sounded too good to be true. “The nuns at school spoke idealistically about our responsibility to give back, not just for what you might receive in return, but because it is the right thing to do. And that is Wendy Newton’s philosophy — doing what is right for children, colleagues, and the community.”

INDEED WENDY NEWTON’S credentials and accomplishments seem almost saintly. Among many honors, Newton was recently presented the United Way of Allegheny County’s prestigious John Heinz Award for her work at KidsVoice. She was named “Woman of the Year” by the University of Pittsburgh Women’s Law Association, selected as Girl Scouts of Southwest Pennsylvania’s Woman of Distinction, and highlighted by her peers as one of Pennsylvania’s

Super Lawyers — among the top 5 percent of attorneys practicing in Pennsylvania.

She is, obviously, a person who knows how to get things done. Scott Hollander, executive director of KidsVoice, once asked Newton to present to the board an issue of public policy for which he wanted an endorsement, but it was immediately clear that the matter was too complicated for the quick resolution he (and Newton) desired. Hollander recalls that Newton eventually “embraced the point of view opposite to her own.” She then volunteered to write a draft of the policy they all might agree to discuss and endorse. This is an example of the quintessential board member, says Hollander — having the courage of your convictions and also the good sense to consider opposite points of view. “To do that in a voluntary capacity for 21 years on our board — and serving the community in so many other ways — is extraordinary.”

Newton was equally passionate and pragmatic during the long and difficult Children’s Hospital negotiations, says Comer, never losing her zeal, but never allowing her passion to cloud the vision of the ultimate objective. “She is driven,” says Comer, “by a sense of purpose and a very large and good heart.”

WENDY NEWTON’S SENSE of purpose and her relentless drive to make a difference as an advocate for children, and as a woman in a profession dominated by men, have been rooted within her for as long as she can remember. “I never had a vision, an epiphany, a moment when the lights went on and a voice boomed and I became committed to a single cause — a crusade,” Newton says. “I have always known that my good fortune in life comes with deeply embedded responsibilities. This is not a sacrifice,” she adds. “I enjoy — I become enriched by — the work I do.”

And although she has never had an “epiphany,” Newton is well aware that the paths she has chosen have been rewarding in many significant, life-affirming ways. The frightening dead-of-the-night dream that awakened her at home was a dream of her beloved son dying — a warning that got her to his bedside in time to save him. Perhaps this is the way God pays back the people who give back. Max was discharged from the hospital in less than a week, and recovered during the following year. Next year he will enter high school, while her daughter, Maire, will soon be starting college.

Rhonda Comer vividly remembers that no matter how tense and difficult the negotiations during the heat of the Children’s Hospital merger — no matter how many demands were put on her by other clients — Wendy Newton always found the time to fulfill another vital responsibility: coaching her daughter’s softball team. ■



RELATED RESOURCE | Leverage Your Business

Businesses of all sizes are increasingly finding innovative and thoughtful ways to leverage their business to support community organizations. Here are just a few ideas for local businesses to extend community involvement beyond corporate donations.

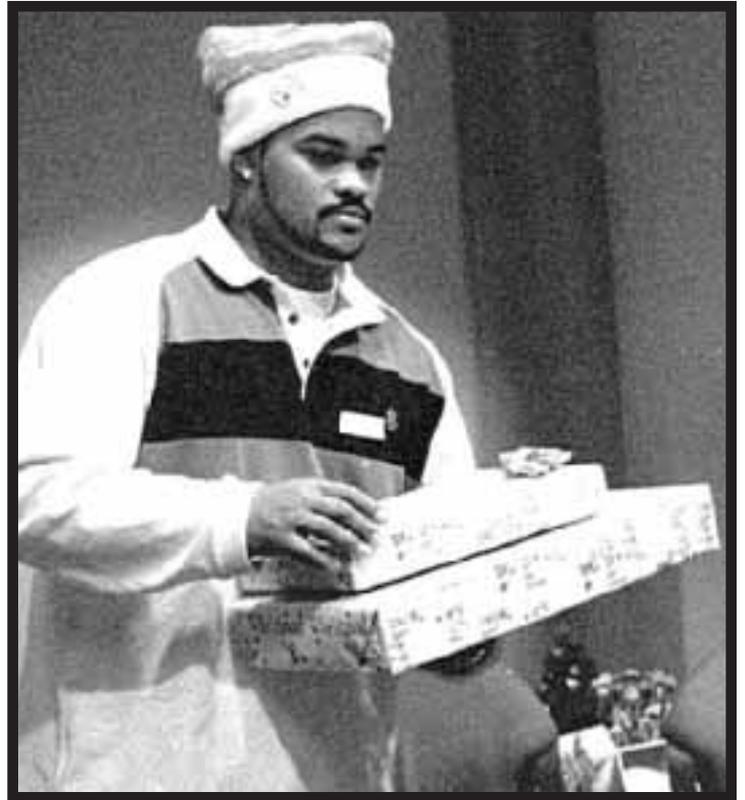
List Your Job Openings on Career Link. Pennsylvania Career Link can serve you by letting you submit and update job orders, search for qualified applicants, and access economic development and labor market information. Career Link is a FREE self-service system! To find out more about this service or to list job openings visit: www.pacareerlink.state.pa.us

Hold Job Training Workshops. Volunteer for workshops that help job seekers with resume and interview skills.

Encourage Tuition Assistance Policies at the Workplace. Start a tuition assistance policy for your employees as an investment in their productivity.

Encourage Mentoring. Organize mentoring programs among employees to help people entering or re-entering the workforce learn valuable life and job skills.

List Your Internships on Youth Works or RIC. Help local college students and recent graduates gain experience in your industry! www.youthworksinc.org, www.ric-swpa.org



Like Antwaan Randle El, many of **The Pittsburgh Steelers** give back by donating their time, money, and expertise. Above, Steelers Deshea Townsend, Chris Hope, Duce Staley, Hines Ward, and Michael Logan visit the Women's Center and Shelter's holiday celebration to spread joy to the women and youth residing at the shelter.

INSPIRATION: The Pittsburgh Steelers Super Bowl XL Champions

The Visitor

INDIANAPOLIS POLICE officer Michael Antonelli had barely arrived home from the hospital when his doorbell rang. A week before, Antonelli, 25, and a former Mt. Lebanon High School soccer star, had been shot in the head by a fugitive he had chased down an alley. He managed to radio headquarters with the description of the fugitive and the direction he was fleeing. The man and an accomplice were caught, but Antonelli had lost the sight in his right eye. Had the bullet veered two centimeters, he would undoubtedly be dead.

As a police officer who had worked the streets for nearly three years in the most dangerous part of Indianapolis, Antonelli was not easily rattled, but answering his door and recognizing his surprise visitor momentarily stunned him: Antwaan Randle El, wide receiver for the Pittsburgh Steelers, was asking if he could come inside.

IT WAS NOVEMBER 28, 2005, the day before the Pittsburgh Steelers were to face Peyton Manning and the Indianapolis Colts on a nationally televised Monday night match-up. Michele Rosenthal, community relations manager for the Steelers, had learned about Antonelli from one of his fellow officers. Not only was Antonelli a devout

Steelers fan — one of the hordes of folks who are part of the “Steeler Nation” — but he had also graduated from Indiana University the same year as Randle El. Antonelli remembers playing a few pick-up basketball games with Randle El. Back then, he told his father, “I never saw a faster human being in my life.”

Randle El didn’t remember Antonelli from college, but he was intrigued by their Indiana-Pittsburgh connections and appreciative of Antonelli’s heroic sacrifice. He had gone directly from the Indianapolis airport to Antonelli’s house, with a police escort.

“Antwaan’s visit really helped lift my spirits,” Antonelli says. What Antonelli appreciated most was the fact that Randle El “was just a normal, laid back, down-

laughs: “We sat on the couch and watched a football game.”

WHEN HE ISN’T CATCHING passes and running back punts, Antwaan Randle El makes community service an important part of his life. He is the Steelers’ representative to the United Way of Allegheny County and has been named the Steelers’ Walter Payton “Man of the Year” — the only NFL award that recognizes a player for his community service activities as well as excellence on the field. Other recent winners include Pittsburghers Jerome Bettis and Dan Marino.

Less than a week before visiting Michael Antonelli, Randle El went back to school — to Jefferson Elementary School in Jefferson Hills — as part of the

“...these guys are professional athletes, getting ready for a big Monday night game — and they took the time to come and see a regular guy like me.”

to-earth guy.” A stranger walking into the room could not have guessed that Randle El was a star football player. “I am a spiritual person, and he is too, so we both talked about God.” And then they did what most guys do on a Sunday afternoon, Antonelli

NFL’s “Take a Player to School” program, designed to promote after-school activities. “Listen to your parents and your teachers,” he told the group of nearly 100 students who gathered around him in the gym. “Stay disciplined. Work hard.”

Antwaan Randle El is not the only Steeler who works hard and volunteers his time and resources off the field. The Steelers Web site regularly displays myriad ways in which the Pittsburgh Steelers give back to their community, helping the Children's Hospital Free Care Fund, Greater Pittsburgh Community Food Bank, Western Pennsylvania Juvenile Diabetes Research Foundation, the Thomas E. Starzl Transplantation Institute and many other organizations and charities.

The off-season allows many Steelers to become even more involved in community service. Running back Duce Staley has established the "Catch 22 Foundation," with a mission of helping single mothers become financially stable and productive. Back-up quarterback Charlie Batch has refurbished playgrounds and basketball courts and started a competitive league near his boyhood home in Homestead. "I am trying to give these kids something positive to

do," he says, "to look for a reason to succeed."

THE DAY AFTER Antwaan Randle El's visit, Antonelli and his parents went to the big Monday night game as guests of the mayor of Indianapolis. The Antonellis had field passes, so they came early to watch practice. They were standing by the tunnel that led to the Steelers locker room when Antonelli was greeted with another surprise. "James Farrior came out of the tunnel, walked right up to me and shook my hand," Antonelli recalls. Other Steelers followed, including Ike Taylor and Larry Foote. "And then Hines Ward walked right up to me — and gave me a big hug!"

After that Monday night's loss, few fans expected the Steelers to return to Indianapolis in a playoff match-up that would eventually end at the Super Bowl. But on that memorable Monday evening, defeat on the field did

not dampen Michael Antonelli's appreciation for the kindness and consideration he had received from the Steelers: "What sticks in my mind is that these guys are professional athletes, getting ready for a big Monday night game — and they took the time to come and see a regular guy like me."

Randle El's visit to his home and the spontaneous outpouring of support from the Steelers the following day instilled in Michael Antonelli a vivid and unforgettable message: No matter if you are famous or rich or endowed with superhuman athletic skills, he says, "Everybody can still have a good heart."

After additional eye surgery, Antonelli intends to return to the police force either as a detective or, if possible, back on the streets. Either way, he describes himself as a "winner"—lucky to be alive and to have been embraced so warmly by his hometown team. ■



RELATED RESOURCE | Donate Now

Nonprofit organizations benefit greatly from the support of individuals like you. You can donate money directly to an organization, provide gifts in-kind, volunteer, or start a donor advised fund at a Community Foundation.

No Gift is Too Small: 7 Tips on Giving Wisely

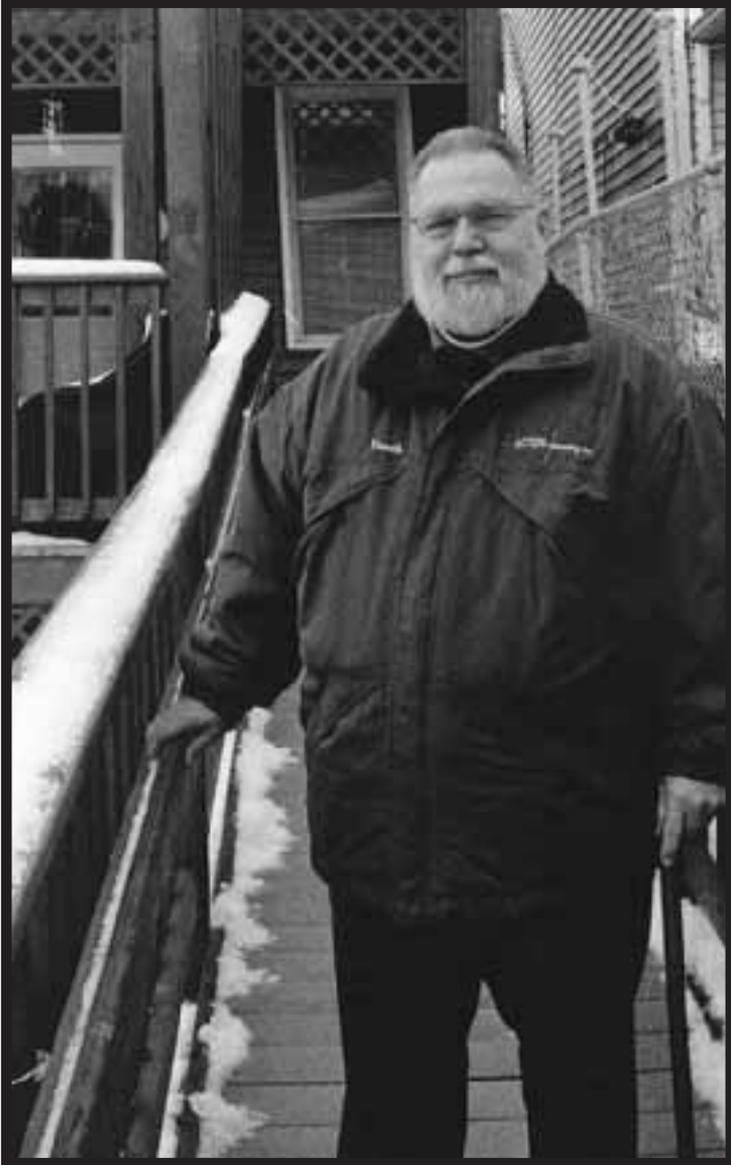
Adapted from: networkforgood.com (for more tips please visit the Web site)

- 1. Budget for giving.** Plan philanthropic activities into your budget.
- 2. Be an informed giver.** Ask questions when you're asked to give.
- 3. Keep the right records.** For gifts of less than \$250, a canceled check or credit card statement is sufficient for IRS requirements. For larger gifts, you'll want a receipt from the charitable organization.
- 4. Consider alternative forms of giving.** Consider bequests, charitable gift annuities, gifts in kind, endowments, and other creative forms of giving.
- 5. Volunteer!** In addition to financial support, consider giving your time and skills. Visit the Pittsburgh Cares Web site for opportunities. www.pittsburghcares.org
- 6. Don't forget you have the right to say no.** Give generously when you can, but if you're unsure or feel uncomfortable, don't be afraid to say no.
- 7. Be a proactive giver!** You don't have to wait to be asked. Plan a giving strategy in advance.

COMMUNITY TOPIC

No. 1

Affordable Housing & Homelessness



Frank Demes, executive assistant to the director and deputy director of **ACTION-Housing, Inc.**, stands on an exterior ramp built by the organization. ACTION-Housing's Accessibilities Program serves people of all ages with permanent disabilities requiring accessibility modifications to their living space at no cost to them.

Homelessness is a condition — not a class of people.

Allegheny County Homeless Alliance

WORDS FROM

> Jon Zimmer & Larry Swanson <

Executive Director & Deputy Director, ACTION-Housing, Inc.

THE NEED FOR DECENT, affordable housing in Allegheny County is more urgent than ever, as thousands of people are either homeless or living in unsafe, overcrowded, or unaffordable conditions. Most at risk are low and moderate-income families, women and children in crisis situations, including victims of domestic violence, elderly individuals on limited incomes, persons with mental and physical disabilities, and homeless families and individuals. It is particularly sobering to note that young children represent the largest component of the homeless population in our community.

Fortunately, area public and nonprofit housing organizations are performing admirably in addressing this complex problem. They are rebuilding aging and decaying public and subsidized housing communities, producing new special needs housing for our most vulnerable citizens, and providing homeownership opportunities for large numbers of low and moderate-income families.

Decent, affordable housing for all of our citizens is crucial to the overall health of our community and should emerge as one of the centerpiece issues of the next renaissance movement in Pittsburgh and Allegheny County. Because of the nature of this movement, the nonprofit sector will need to provide critical leadership. ■

TOPIC I | Affordable Housing & Homelessness

- > The Housing Wage in Allegheny County is \$12.29 — the amount a full-time worker must earn per hour to afford a two-bedroom unit at the fair market rent.
- > More than 100,000 residents of Allegheny County struggle with housing affordability issues. More than 35% of renters and more than 20% of owners paid more than 35% of their income to housing costs.
- > The average home in Pittsburgh sells for \$118,000 — 43% below the national average.

REGIONAL ASSETS, RESULTS & ACTION

MORE THAN 150 HOUSING-RELATED community-based organizations in Allegheny County provide critical services such as emergency shelter, transitional housing, mortgage and rental assistance, energy assistance, and other services that assist county residents with housing needs. Here are just a few examples of what is happening “better, smarter, and collectively” throughout the Pittsburgh region:

better.

Neighborhood Housing Services, Inc. (NHS) provides a wide range of programs to help home buyers before, during, and after the purchase of their home, such as homeownership education and credit counseling. In addition, the NHS loan fund provides closing costs and down payment assistance, first mortgages, home improvement, and refinance loans. www.nhswpa.org / 412-281-9773

smarter.

ACTION-Housing, Inc. empowers people to build more secure and self-sufficient lives through the provision of decent, affordable housing, essential supportive services, asset building programs, and educational and employment opportunities. The agency focuses all of its efforts on the most vulnerable populations in Pittsburgh, Allegheny County and other areas of Southwestern Pennsylvania, i.e., homeless families and individuals, women and children in crisis situations, persons with physical and mental disabilities, elderly individuals, long-term unemployed and underemployed people, public housing residents, and other low and moderate-income families. www.actionhousing.org / 412-281-2102

collectively.

Allegheny County Homeless Alliance has launched a Ten-Year Plan to End Homelessness in Allegheny County. The private-public partnership consists of service providers, government, consumers, businesses, faith-based organizations, and the academic community. The Alliance was launched at an October 2004 conference, and many additional groups have since joined the effort. Work groups meet periodically and include committees on Housing and Development, Supportive Services, Public Awareness, Prevention, and Health. www.county.allegheny.pa.us/dhs/CS/homeless10yrplan.html

sources: Community Census 2004; National Low-Income Housing Coalition

NONPROFITS LIST | Affordable Housing & Homelessness

Allegheny County Housing Authority provides affordable housing for low- and moderate-income families. ACHA residents pay 30 percent of monthly income for family-size housing that includes utilities, appliances, and maintenance. www.achsng.com

Bethlehem Haven provides a range of medical, social, educational, and job training services for homeless women, including emergency shelter, substance abuse treatment, psychiatric services, supportive and transitional housing, life skills, job training, and family reunification services. www.bethlehemhaven.org / 412-391-1348

Bridge to Independence, Inc. provides supportive services to individuals and families who are homeless, and/or financially deprived, to empower them to become self-sufficient. www.bti.pghfree.net / 412-271-5731

Building United of Southwestern Pennsylvania is working to increase home ownership, and offers literacy education and credit repair assistance. The coalition of seven Christian congregations reaches more than 500,000 people. www.busp.org / 412-731-7188

Fair Housing Partnership of Greater Pittsburgh provides education, direct assistance, and legal services to address the housing needs of Greater Pittsburgh residents. www.pittsburghfairhousing.org / 412-391-2535

Goodwill Residential Services, Inc. owns and/or manages a range of specialized residential facilities in western Pennsylvania, and provides temporary housing, career counseling, education, training, and job placement to homeless families. www.goodwillpitt.org / 412-390-2310

Homeless Children's Education Fund (HCEF) works to ensure that homeless children have equal access to the same educational opportunities and experiences as their peers. www.hcef.org / 412-562-0154

Housing Authority of the City of Pittsburgh provides affordable housing for more than 20,000 Pittsburgh residents and manages more than 6,000 public housing units. www.hacp.org / 412-456-5000

Interfaith Hospitality Network of the South Hills is an interdenominational program that links local congregations to offer round-the-clock shelter, meals, and social services to homeless families in southern Allegheny County and Washington, Pennsylvania. www.homelessfamilies.org / 724-229-1129

Operation Safety Net (OSN) is a medical outreach program of the Mercy Hospital of Pittsburgh that provides access to health care to Pittsburgh's unsheltered homeless population. www.operationsafetynet.net / 412-232-5739

Pittsburgh Habitat for Humanity leverages volunteers and collaborative partnerships with low-income families to build homes, which are then purchased by the same families through no-profit, no-interest mortgages. www.pittsburghhabitat.org / 412-466-6710

Rebuilding Together Pittsburgh is dedicated to keeping low-income elderly and disabled homeowners living in warmth, safety, independence, dignity, and decency through home repair and rehabilitation. www.rebuildingtogether-pgh.org / 412-922-0953

Salvation Army Family Crisis Center provides housing assistance to families in crisis and supports transition into permanent homes. The center can house families in a single unit, and families generally come to the center as a result of eviction, domestic violence, fire, flood, and/or during transitional periods. www.salvationarmy-wpa.org / 412-394-4800

Sisters Place, Inc. provides housing and supportive services to homeless, single-parent families who are homeless and working toward self-sufficiency. www.sistersplace.org / 412-233-3903

Urban League Housing Assistance Program provides grant assistance to families and individuals of Allegheny County. HAP makes available one-time grants to the landlord on behalf of the client to aid in establishing and maintaining permanent, adequate, and affordable housing. www.ulpgh.org/programs/housing.asp / 412-227-4804

Womanspace East provides homeless women and children with emergency shelter, bridge and transitional housing, food, clothing, counseling, legal advocacy, and housing relocation services. 412-765-2661

COMMUNITY TOPIC

No. 2

Arts & Culture



Violinist Laura Motchalov is one of the youngest members of the **Pittsburgh Symphony Orchestra**. The symphony has been a vital part of the city of Pittsburgh's heritage for more than 100 years.

Youth participation in the arts improves academic achievement and problem solving, reduces drop-out rates, and builds self-esteem.

WORDS FROM

> Christine Taylor & Mark Weinstein <

Director of Arts Services & Board Chair
Greater Pittsburgh Arts Council

THE GREATER PITTSBURGH REGION has long benefited from its rich cultural community, and now the area's arts landscape is growing to reach incredible depth, diversity, and impact. Over the last few years, we have seen, with great pleasure, the region's cultural offerings expand through productions, performances, and exhibitions — from the smallest artist-run gallery openings to the most elaborate orchestral performances.

We hope you also recognize that beyond giving increased meaning to our lives and adding even more color to the landscape, the arts impact the local economy — revitalizing neighborhoods and energizing communities. It is thrilling to be at the center of this activity, but we can't forget amidst all the excitement that the organizations, established and new, all depend on a strong network of support to make the art that touches our lives.

We invite our cultural and nonprofit colleagues to join us in celebration of the successes of our region's arts and cultural community, as we continue to work to sustain the networks of support for our sector. ■

TOPIC 2 | Arts & Culture

- > With eight major theaters in its Cultural District, Pittsburgh has more theaters in a concentrated area than any city outside of New York.
- > Pittsburgh was the birthplace of such artists as Andy Warhol, Billy Eckstine, George Benston, August Wilson, and Mary Cassat.
- > Pittsburgh has more cultural arts institutions per capita than any other city in the country.
- > The average income of cultural sector organizations in Pittsburgh declined an average of 35% from 2001–2004.

REGIONAL ASSETS, RESULTS & ACTION

CURRENTLY, THERE ARE 154 ARTS AND CULTURAL organizations in Allegheny County that provide a diverse mix of resources such as music, theater, dance, film, and visual arts. Here are just a few examples of what is happening “better, smarter, and collectively” throughout the Pittsburgh region:

better.

Penn Avenue Arts Initiative’s (PAAI) mission is to revitalize the Penn Avenue Corridor by using the arts to enhance public perception of the district, instill pride in the neighborhood, foster inter- and intra-community ties, and establish an artist’s niche. PAAI is a collaborative project of Bloomfield-Garfield Corporation and Friendship Development Associates, and has been a driving force in the development of an innovative, diverse, cultural district in the East End of Pittsburgh. www.pennavenuearts.org / 412-441-6147

smarter.

Manchester Craftsmen’s Guild (MCG) is a multi-discipline center for arts and learning that employs the visual and performing arts to foster a sense of accomplishment and hope in the urban community. MCG programs educate and inspire urban youth, foster intercultural understanding and appreciation, and train leaders to demonstrate entrepreneurial potential. Programs include training in ceramics, digital arts, photography and drawing, musical performances at a 350 seat music hall, as well as visual arts exhibitions, lectures, workshops, and residencies for artists. www.manchestercraftsmen.org / 412-322-1773

collectively.

The mission of the **Greater Pittsburgh Arts Council (GPAC)** is to expand the reach, influence, and effectiveness of the region’s diverse and vibrant cultural community through programs, services, and advocacy. Formed by the merger of ProArts and Greater Pittsburgh Arts Alliance, GPAC contributes to the growth of a healthy and dynamic cultural community, which is vital to the region’s quality of life and economic strength. Its constituency includes all of the area’s arts and culture organizations — large and small — as well as individual artists. GPAC provides professional development for arts managers and independent artists, ticketing and marketing services, grant programs, pro bono management and legal consulting, support for shared services and partnerships, and a range of advocacy and cultural policy initiatives. www.pittsburghartscouncil.org / 412-391-2060

sources: Arts Education Partnership “Critical Links”; www.pittsburghpoint.com; 2005 Cultural Census

NONPROFITS LIST

Arts & Culture

African American Cultural Center presents, interprets, and preserves the art, culture, and history of African Americans in Pittsburgh and of people of African descent throughout the world.

www.africanaculture.org / 412-258-2700

Afro-American Music Institute helps emerging young musicians develop their improvisational abilities, ear training, and proficiency in jazz, gospel, and blues.

www.aamipittsburgh.org / 412-241-7665

Carnegie Mellon University's Master of Arts Management Program is a unique higher education program that merges management, the arts, policy, and technology.

www.artsnet.org/mam / 412-368-8436

Carnegie Museums of Pittsburgh include four distinctive museums — The Carnegie Museum of Art, Carnegie Museum of Natural History, Carnegie Science Center, and The Andy Warhol Museum — that serve nearly 1.4 million people each year.

www.carnegiemuseums.org / 412-622-3131

Children's Museum of Pittsburgh provides developmentally appropriate exhibits, programs, and opportunities for play both inside and outside the Museum. The Museum serves as a resource for families and builds meaningful partnerships with schools and community groups.

www.pittsburghkids.org / 412-322-5058

Gateway to the Arts transforms the lives and education of children through active participation in the arts and inspires students and educators to become lifelong learners and participants in the arts by making the arts integral to education.

www.gatewaytothearts.org / 412-342-4444

Kuntu Repertory Theatre examines black life from a sociopolitical-historical perspective and utilizes the salient features of theater to educate, entertain, and move performers and audiences to social action. Kuntu stages four major productions a year and produces 10 off-campus shows and collages.

www.kuntu.org / 412-624-7298

Multicultural Arts Initiative is a funding and advocacy organization that supports, strengthens, and celebrates culturally diverse arts programming, with an emphasis on African-American programs and organizations.

Jointly funded by The Heinz Endowments and The Pittsburgh Foundation, MCAI has awarded close to \$5 million and over 400 grants.

www.mcai-pittsburgh.com / 412-394-2654

Pittsburgh Cultural Trust stimulates economic and cultural development in Pittsburgh through the development and promotion of a downtown arts and entertainment district. The Trust encourages and presents diverse performing and visual arts programs in the Cultural District.

www.pgharts.org / 412-471-6070

Pittsburgh Glass Center (PGC) is a comprehensive glass art studio dedicated to teaching, creating, and promoting glass art. PGC has a 16,000+ square-foot facility that houses state-of-the-art studios in hot glass, flame-working, and coldworking.

www.pittsburghglasscenter.org / 412-365-2145

Sprout Fund supports the innovative ideas of young people through modest grants for community projects. Sprout supports and engages young adults in the process of thinking through critical issues and how to strategically implement innovative solutions that improve the perceptions young people have of the Pittsburgh region. By seeding many small projects, Sprout showcases the collective power of young adults to shape a new cultural vision for the region.

www.sproutfund.org / 412-325-0646

Three Rivers Arts Festival is a 45-year-old festival that combines contemporary visual arts with live music, theater, and dance performances.

www.artsfestival.net / 412-281-8723

UMOJA African Arts Company raises awareness, increases appreciation, facilitates integration, and encourages the preservation and presentation of the rich art, culture, and heritage of Africa. UMOJA African Arts Company was formed in 1989 to promote the indigenous culture of Africa in the United States.

www.umojacompany.com / 412-471-1121

Westmoreland Museum of American Art offers a collection of paintings, pottery, glass, furniture, and more that represents the artistic heritage of the United States and the Southwestern Pennsylvania region.

www.wmuseumaa.org / 724-837-1500

WQED was the country's first community-owned television station and is a production center of national programs for the Public Broadcasting Service.

www.wqed.org / 412-622-1300

COMMUNITY TOPIC

No. 3

Civic Participation



Leadership Pittsburgh Inc. creates and maintains a network of leaders who are catalysts for positive change while engaging people in meaningful civic action to ensure a strong economy and high quality of life. Aradhna Dhanda is a graduate of the program and the president/CEO.

Broadly defined, civic participation means engagement in the political process and in activities on behalf of community organizations, faith-based institutions, or social communities.

WORDS FROM

> Aradhna Dhanda <

President and CEO, Leadership Pittsburgh Inc.

CIVIC PARTICIPATION is a fancy term for a simple idea: getting involved. This is where the idea of community “threads” becomes real. It is in the countless decisions to weave the slender threads of our individual lives into the living fabric of community that we create something greater than ourselves.

The choice to get involved is always a personal one. Each of us must arrive at it in our own way and for our own reasons. But in our community, once we cross that private threshold, we are not alone. As this report attests, our region is home to an extraordinary infrastructure of organizations ready to help us transform the desire to get involved into meaningful action.

In Pittsburgh, where a spirit of cooperation among our business, nonprofit, and government sectors has been the cornerstone of a half-century of progress, the opportunities to contribute are many. All that’s required of us is a willingness to step forward. ■

TOPIC 3 | Civic Participation

- > There are more than
- > 1,100 faith-based
- > congregations, 130
- > municipal councils,
- > and 43 school
- > boards in Allegheny
- > County.

- > 70% of registered
- > voters in
- > Allegheny County
- > participated in the
- > 2004 presidential
- > election.

- > The voting rate
- > in Pittsburgh
- > increased 6%
- > from the 2000
- > to 2004
- > presidential
- > elections.

- > The Pittsburgh
- > region is home
- > to five of the
- > 100 largest
- > foundations in
- > the country.

REGIONAL ASSETS, RESULTS & ACTION

THERE ARE NEARLY 2,700 NONPROFIT organizations in the Pittsburgh Metropolitan area and more than 1,800 in Allegheny County. Here are just a few examples of what is happening “better, smarter, and collectively” throughout the Pittsburgh region:

better.

Nonprofit Leadership Institute at Duquesne University (NLI) is a resource center for nonprofit boards, trustees, and senior staff. NLI programs include The Leadership Academy (a board training program), Academy Online (a fully online version of The Leadership Academy), and Boards-by-Design (a board matching program that helps nonprofit organizations recruit new trustees through a database of nearly 900 individuals seeking board assignments). www.nli.duq.edu/nli / 412-396-6231

smarter.

Leadership Pittsburgh Inc. exposes individuals from diverse backgrounds, professional levels, and organizations to critical issues, skill development, and community service opportunities. During half-day, whole-day, and multi-day sessions over a 10-month experience, participants meet with regional leaders to examine issues of critical importance to the region, such as economic development, diversity, education, and more. The organization has a graduate network of more than 1,300 influential civic leaders working to maximize the potential of the Greater Pittsburgh community. www.lpinc.org / 412-392-4505

collectively.

Greater Pittsburgh Nonprofit Partnership is an alliance of nonprofit organizations serving the Greater Pittsburgh metro area. Member organizations come together to press their vision for community well-being, to promote philanthropy broadly, and to engage the public and policymakers in honest dialogue about the sector’s future. The consortium enables Pittsburgh’s nonprofit sector to collaborate, speak with a unified voice, and advocate as a unified force. www.forbesfunds.org/gpnp

sources: Regional Sustainability Indicators Report of SWPA 2004; The Foundation Center; The Forbes Funds Tropman Report “Social Services in Faith-Based Organizations”

NONPROFITS LIST

Civic Participation

Bayer Center for Nonprofit Management at Robert Morris University is a management support organization that serves the nonprofit sector through consulting services, educational programs, and workshops. www.rmu.edu/bcnm / 412-262-8206

Community Connections is a project based at Carnegie Mellon University that seeks to build democracy through new information technology. www.cmu.edu/greenpractices/community_connections

Coro Center for Civic Leadership recruits and supervises diverse, intelligent, and driven young public servants to spend up to a year undertaking community projects. www.coro.org/coro_centers/pgh/pgh.html

Grantmakers of Western Pennsylvania (GWP) is a professional membership association and organized mechanism for grantmakers to learn and work together. www.gwpa.org

Institute of Politics at The University of Pittsburgh provides educational programs and services for elected officials and other civic and business leaders. www.pitt.edu/~iop / 412-624-1837

Junior League of Pittsburgh is an organization of women committed to promoting volunteerism, developing the potential of women, and improving communities through the effective action and leadership of trained volunteers. www.junior-league.org/pittsburgh / 412-422-8580

League of Women Voters of Greater Pittsburgh encourages informed and active participation of citizens in government, works to increase understanding of major policy issues, and influences public policy through education and advocacy. <http://pa.lwv.org/pittsburgh> / 412-261-4284

New Pittsburgh Collaborative is a network of civically engaged organizations that share information and pool resources for initiatives to educate their members, advocate for dialogue on regional issues, influence decision makers, and encourage progress in Pittsburgh. www.newpittsburghcollaborative.org

Pennsylvania Association of Nonprofit Organizations (PANO) is the statewide membership organization serving and advancing the charitable nonprofit sector through leadership, advocacy, education, and services in order to improve the quality of life in Pennsylvania. www.pano.org / 717-236-8584

Pittsburgh Cares inspires volunteerism by organizing flexible and rewarding service projects that impact critical needs in Greater Pittsburgh. www.pittsburghcares.org / 412-471-2114

Pittsburgh Social Venture Partners (PSVP) is a partnership of philanthropic-minded individuals who invest their time, expertise, and capital in innovative nonprofits serving at-risk youth. www.psvp.org / 412-394-2614

Pittsburgh Urban Magnet Project engages young professionals in issues that influence attraction and retention in the region. www.pump.org / 412-338-2133

Rotary Club of Pittsburgh is a club of business and organizational leaders committed to improving the quality of life in the community and addressing the needs of people at risk. Members are part of a worldwide network of Rotarians who volunteer time, talent, and treasure to make life better in their communities. www.pittsburghrotary.org

Tides Center of Pittsburgh provides a fiscal home and infrastructure support to charitable initiatives that are not incorporated as a nonprofit organization, and has nearly 40 projects in Southwestern Pennsylvania. www.tidescenter.org/WPAprojectdirectory.cfm

United Jewish Federation of Pittsburgh raises and allocates funds to support the programs of partner agencies, and serves as a catalyst for building and strengthening the Jewish community of Pittsburgh. www.ujfpittsburgh.org / 412-681-8000

United Way of Allegheny County Impact Fund tackles pressing needs, such as preventing child abuse and neglect, supporting quality early care and education, keeping seniors safe and independent, and providing basic needs such as jobs, food, and shelter. www.unitedwaypittsburgh.org / 412-261-6010

University Center for Social and Urban Research (UCSUR) at The University of Pittsburgh is a resource and hub for researchers and educators interested in the basic and applied social and behavioral sciences. www.ucsur.pitt.edu / 412-624-5442

COMMUNITY TOPIC

No. 4

Diversity & Social Equity



The Women and Girls Foundation, through a combination of public advocacy and coalition building, supports and strengthens women's and girls' efforts to achieve social and economic justice in Southwest PA. Above, teenage participants of the Girls as Grantmakers program, a project of WGF, gather for their monthly meeting. *Read more about Girls as Grantmakers on page 4.*

Broadly defined, diversity is the mix of persons based on race, color, national origin, ancestry, gender, religion, sexual orientation, or disability.

WORDS FROM

> Cecilia Griffin Golden, Ph.D. <
Chief Executive Officer, YWCA of Greater Pittsburgh

ALLEGHENY COUNTY is a region rich in resources, particularly with its many social service agencies each with its own mission. They share a common purpose — to improve the lives of its constituents, primarily those who have been marginalized. To that end, the not-for-profit community, particularly United Way partner agencies, has committed to collectively advocate to oppose poverty and the systems that help to perpetuate it.

Poverty and its painful effects are growing for many of our citizens. It is evidenced by the pernicious academic achievement gap between black and white students, substandard housing occupied by too many, pay disparities between men and women, and uninsured, unemployed, and underemployed citizens.

Perhaps it is the resistance to diverse perspectives for addressing social issues such as racism and sexism that has retarded the progress of needed change. Or perhaps it is a need for new, visionary, and inclusive leadership. Whatever the reason, it is not acceptable. Change will be accomplished only when we no longer accept any excuses. ■

TOPIC 4 | Diversity & Social Equity

<ul style="list-style-type: none"> > The percentage of Allegheny County residents who are African American is 13%, which is slightly higher than the 12% national average. 	<ul style="list-style-type: none"> > The region has grown its population in the 20–24 age group by 12% since 1988, which compares favorably to Boston, which has only grown its population in that age group by 4% over the same period. 	<ul style="list-style-type: none"> > More than 15% of Allegheny County residents are 65 years of age or older. 	<ul style="list-style-type: none"> > Only slightly more than 3% of the area population was foreign-born, a rate far below the 12% national average.
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REGIONAL ASSETS, RESULTS & ACTION

MORE THAN 350 ORGANIZATIONS IN ALLEGHENY COUNTY are working to reduce and eliminate social inequality in poverty, income levels, unemployment, and infant mortality. Here are just a few examples of what is happening “better, smarter, and collectively” throughout the Pittsburgh region:

better.

Pittsburgh Metropolitan Area Hispanic Chamber of Commerce promotes regional business opportunities which allow economic growth, while simultaneously advocating, promoting, and facilitating the success of Hispanic businesses. Services include business development workshops, professional networking opportunities, a career center, important news updates, and a business referral network. www.pmahcc.org / 412-628-8394

smarter.

Women and Girls Foundation of Southwest Pennsylvania (WGF) is working to achieve equity for women and girls in the region. Through a combination of public advocacy, coalition building, and grantmaking, WGF seeds, supports, and strengthens women’s and girls’ efforts to achieve social and economic justice in Southwest Pennsylvania. WGF raises the awareness of inequities to the media, voters, legislators, corporate, and nonprofit decision-makers. www.wgfsdpa.org / 412-434-4883

collectively.

Gay and Lesbian Neighborhood Development Association (GLENDA) is a group of gays, lesbians, and friends that collaborate with corporate, civic, church, fraternal, and school groups to perform community service in Greater Pittsburgh. Through collaborative community service projects, GLENDA fosters positive attitudes about minority groups and overcomes negative stereotypes and misconceptions that may exist. In addition, DiversityWorks is a new mentoring program that aims to provide young gay professionals with mentors who have more experience in the world of work. www.glenda.org / 412-422-1303

sources: 2004 American Community Census; www.globalpittsburgh.org

NONPROFITS LIST

Diversity & Social Equity

African American Chamber of Commerce promotes business and professional opportunities for African-American business owners and professionals in Western Pennsylvania. The Chamber is guided by core values of equity in opportunity, economic advancement, self-sufficiency, and entrepreneurial excellence. www.aaccwp.com / 412-392-0610

Center on Race Relations and Social Problems at University of Pittsburgh conducts applied social science research on race, color, and ethnicity and their influence on the quality of life for all Americans. The Center focuses on race-related social problems in Economic and Educational Disparities, Interracial Group Relations, Mental Health, Youth, Families, and the Elderly and Criminal Justice. www.crsp.pitt.edu

Global Pittsburgh is a Web site portal that introduces visitors to the international character of Pittsburgh and highlights the international connections in the region. Resources include information for international communities, an events calendar, and employment resources. www.globalpittsburgh.org

Hispanic Center, Inc. is focused primarily on the recruitment, placement, and retention of Hispanic workers in Greater Pittsburgh. The Center assists families relocating to the Pittsburgh region by providing access to affordable housing, employment referral, access to education, and a family mentoring program. www.pghhispaniccenter.org / 412-322-2717

Islamic Center of Pittsburgh is the area's largest mosque, providing services to Muslim and non-Muslim communities in Western Pennsylvania, Eastern Ohio, and Northern West Virginia. www.icp-pgh.org

Jewish Community Center of Greater Pittsburgh cultivates Jewish identity, heritage, culture, and community by promoting the physical, intellectual, and spiritual well-being of individuals, families, and the community. www.jccpgh.org / 412-521-8010

Latin American Cultural Union cultivates and disseminates the diverse cultural manifestations of Latin American traditions and life such as dance, music, literature, culinary arts, film, painting, and regional costumes. www.lacunet.org

National Council of Jewish Women works through a program of research, education, advocacy, and community service to improve the quality of life for women, children and families, and strives to ensure individual rights and freedoms for all. www.ncjwpggh.org / 412-421-6118

Negro Educational Emergency Drive is a college access program that offers financial aid, counseling, and internships to help young African Americans learn about, aspire to, prepare for, apply to, finance, and complete higher education. www.needld.org / 412-566-2760

Parents and Families of Lesbians and Gays (PFLAG) promotes the health and well-being of gay, lesbian, bisexual, and transgendered persons, their families and friends through support, education, and advocacy. PFLAG provides opportunity for dialogue about sexual orientation and gender identity, and offers a speakers bureau to religious organizations, schools, and civic groups. www.pflagpgh.org / 412-833-4556

Persad Center, Inc. is a licensed counseling center created to serve the lesbian, gay, bisexual, and transgender (LGBT) community. Persad provides clinical programs, educational programs, and conducts research studies regarding health disparities experienced by LGBT populations. www.persadcenter.org / 412-441-9786

Pittsburgh Asian-American Young Professional Association provides an environment for Asian-American young professionals to share and exchange ideas to promote cultural and professional growth in the Greater Pittsburgh community. www.paaypa.org / 412-762-0022

Urban League of Pittsburgh (ULP) is devoted to empowering African Americans to enter the economic and social mainstream community in Pittsburgh. ULP operates more than 25 grant-funded programs and provides services to over 33,000 people of all races each year. www.ulpgh.org / 412-227-4802

Urban League Young Professionals of Pittsburgh (ULYP-Pittsburgh) is composed of professionals who live, work, and serve in Greater Pittsburgh and are committed to serving the region through social and civic engagement. ULYP-Pittsburgh agenda items include financial literacy, real world education, and political participation. www.ulyp-pgh.org

YWCA of Greater Pittsburgh empowers women and teens and eliminate racism and sexism. Services include teen programs, counseling, workshops and legal resources for women, a race relations center and anti-racism training, transitional housing, and support services for women and their children. www.ywcapgh.org / 412-391-5100

COMMUNITY TOPIC

No. 5

Economic Development



Marvin C. Prentice, Evan Frazier, and Richard Witherspoon, of the **Hill House Economic Development Corporation (HHEDC)**, stand before the Family Dollar, a discount chain offering low prices on familiar brands. An empty shell for years, the building was renovated by HHEDC and then leased — bringing jobs into the community and providing an earned-income revenue stream for HHEDC.

Broadly defined, economic development activities create, retain or increase access to jobs, expand the tax base, and/or improve the quality of life.

WORDS FROM

> Dorothy Lengyel <

President, Pittsburgh Partnership for Neighborhood Development

VITAL NEIGHBORHOODS are an integral part of a healthy regional economy. These are the places we live, work, buy our groceries and services, and play. Across the nation, individuals and families are reconnecting with their neighborhoods — building these economies while enhancing their sense of belonging. This is good news for the Pittsburgh area, where our neighborhoods represent our hometown.

Place-based economics is not new to Pittsburgh. We have a number of amazing stories about neighborhoods and community organizations that shape our economic environment:

Lawrenceville: In three years, more than 55 new businesses joined the community. These business are financed with private investments and generate more than \$400,000 in additional business tax revenues each year going forward.

Homestead: A community consortium negotiated the preservation of a critical commercial and transportation corridor along 8th Avenue. The area is now scheduled for major revitalization that will compliment the Waterfront commercial complex.

Oakland: A community corporation offers one of the top workforce programs serving Allegheny County. More than 1,000 clients are assisted each year. Training placement and retention rates exceed 55 percent, assisting some of our region’s biggest employers in health care, technology and customer service.

These are just a few examples of neighborhood strategies that compliment the regional economic vision. Greater Pittsburgh’s economic health will continue to improve because our neighborhoods are diverse, exciting places that promote regional rebirth. ■

TOPIC 5 | Economic Development

- > Pittsburgh has
 - > the highest rate
 - > in the country
 - > of women
 - > enrolled in
 - > undergraduate
 - > education
 - > (16.2%).
- > Pittsburgh’s central
 - > location is an economic
 - > development asset — it
 - > is located within 500
 - > miles of more than
 - > 50% of the U.S. popu-
 - > lation and is less than
 - > 90 minutes flying time
 - > from 20 states.
- > The region has added
 - > 300,000 jobs since its
 - > recent low point in
 - > 1983. Local companies
 - > have announced plans
 - > to add thousands of
 - > jobs to the region in
 - > coming years.
- > More than 70
 - > companies
 - > with \$1 billion
 - > or more in
 - > sales operate
 - > in the region.

REGIONAL ASSETS, RESULTS & ACTION

ECONOMIC DEVELOPMENT involves a range of activities influencing the vitality of business and the well-being of residents within a community. There are more than 40 economic development organizations in Greater Pittsburgh. Here are just a few examples of what is happening “better, smarter, and collectively” throughout the Pittsburgh region:

better.

Spring Garden Neighborhood Council, a nonprofit community development organization, has played a critical role in redeveloping residential and business communities in the North Side of Pittsburgh. The Neighborhood Council operates five businesses under a holding company owned by the council and invests profits from the store back into the community. The Council’s latest initiative is Inner City Grocers Inc., a 20,000-square-foot Shop ’n Save franchise on Spring Garden Road. 412-323-8663 or 412-323-9778

smarter.

Union Project is restoring the formerly vacant, century-old Union Baptist Church located on the border between the East Liberty and Highland Park neighborhoods. The renovated space will become a community center that will provide learning, gathering, and working space for artists, community builders, and people of faith. The Union Project has been particularly innovative in funding renovation through a variety of income sources, including fees from Stained Glass Classes that teach participants how to repair and restore stained glass windows — the completed windows remain the property of the Union Project. www.unionproject.org / 412-363-4550

collectively.

Pittsburgh Social Enterprise Accelerator helps nonprofit organizations develop social enterprise ventures that provide unrestricted earned-income and lead to greater independence and financial stability. The Accelerator’s involvement with a diverse group of nonprofit organizations showcases the creativity and variety of social enterprise ventures in the Pittsburgh region. The Accelerator fills a gap in social capital markets and improves the flow of capital to nonprofit ventures in Pittsburgh. www.pghaccelerator.org / 412-325-2202

sources: Women’s Benchmarks Report, April 2004, University Center for Social and Urban Research (USCUR); 2004 American Community Census; www.visitpittsburgh.com; Bureau of Labor Statistics and published reports

3 Rivers Connect (3rc) helps nonprofit organizations in Southwestern Pennsylvania leverage innovative technology. Information Commons is a digital “library” of information that will allow organizations to share information, collaborate, and improve planning and delivery of services. www.3rc.org / 412-392-1006

Allegheny Conference on Community Development and affiliates lead a collaborative effort to bring new jobs, capital investment, and a better quality of life to Southwestern Pennsylvania. www.alleghenyconference.org / 412-392-1000

Cool Space Locator is a nonprofit commercial real estate organization that helps businesses and nonprofits find cool spaces as a step toward the revitalization of urban communities. Cool Space is a joint venture of community development groups in Oakland, the South Side, and East Liberty. www.coolspacelocator.com

Department of Minority, Women, and Disadvantaged Business Enterprise works to ensure the inclusion of M/W/DBE firms in meaningful business opportunities throughout Allegheny County. www.county.allegheny.pa.us/mwdbe / 412-350-4309

Idea Foundry helps transform an entrepreneur’s business idea into a Pennsylvania-based, fundable start-up through business skills, knowledge, and funding. www.ideafoundry.org / 412-682-3067

Innovation Works is a state-funded organization that provides seed funding to technology companies in Southwestern Pennsylvania and helps grow them to the point of being self-sustaining. www.innovationworks.org / 412-681-1520

Pennsylvania Economy League of Southwestern Pennsylvania provides research and analysis for the business, civic, and governmental leadership of Western Pennsylvania. www.pelwest.org / 412-471-1477

Pittsburgh Chamber of Commerce has more than 1,000 member firms and offers businesses opportunities for developing ideas, cultivating relationships, and continuing the excellence of the Pittsburgh business community. www.pittsburghchamber.com

Pittsburgh Partnership for Neighborhood Development (PPND) serves as a “BridgeBuilder,” “Messenger and Advocate,” and “Investment Conduit” to transform inner urban neighborhoods into vibrant, cutting-edge, mixed-income communities with economic opportunity for all residents. www.ppnd.org / 412-471-3727

Pittsburgh Regional Alliance’s (PRA) mission is to globally market Southwestern Pennsylvania and support existing regional employers to grow jobs and capital investments. www.pittsburghregion.org

Pittsburgh Regional Minority Purchasing Council seeks to expand opportunity, foster growth, and enhance the profitability of minority-owned businesses by connecting corporations with diverse suppliers of quality goods and services. www.prmopc.org

Pittsburgh Technology Council is one of the largest regional technology trade associations in the country with nearly 1,400 members in the technology industry. www.pghtech.org / 412-687-2700

Steel Valley Authority (SVA) is a regional development authority that represents the City of Pittsburgh and 11 municipalities in the Mon Valley. SVA intervenes with companies-in-crisis on workplace retention, growth, and buyout strategies, and works regionally and nationally to implement innovative community revitalization and capital formation initiatives. www.steelvalley.org / 412-460-0488

Sustainable Pittsburgh is a public-policy advocacy group that links economic prosperity, ecological health, and social equity. www.sustainablepittsburgh.org

Technology Collaborative (TTC), formed by merger of the Pittsburgh Digital Greenhouse and the Robotics Foundry, is developing industry clusters that leverage the region’s world-class assets in advanced electronics, cyber security, and robotics. www.techcollaborative.org / 412-201-3423

Urban Redevelopment Authority of Pittsburgh (URA) is the City of Pittsburgh’s economic development agency and works to create jobs, increase the tax base, and improve the vitality of the city. www.ura.org

Local Community Development Corporations foster economic development within a geographic area.

- East Liberty Development, Inc.
- Friendship Development Associates
- North Side Leadership Conference
- Oakland Planning and Development Corporation
- South Side Local Development Company
- Beltzhoover Citizens Community Development Corp.
- Bloomfield Garfield Corporation
- Lawrenceville Corporation

COMMUNITY TOPIC

No. 6

Family Services & Special Needs



Paul Manfredi and Alfred W. Rossi, volunteers for **Radio Information Services**, read local newspapers that are then broadcast via a special radio service to those who are blind, visually impaired, or have difficulty holding standard print material.

Strong families and parental involvement are linked to higher grades and test scores, improved behavior, and better social skills among youth.

WORDS FROM

> Walter Howard Smith, Jr., Ph.D. <
Executive Director, Family Resources

OUR REGION'S SAFETY-NET for poor and vulnerable children and families is vibrant and strong — reflecting decades of building family-centered responses to basic needs of health, hunger, and safety. Family Support Centers that assure community-driven services, and that respond to basic needs of families with young children, exist in neighborhoods throughout our region. Beverly Jewel Wall Lovelace after-school programs provide children in subsidized housing communities with a safe place for reading enhancement, social activities, and meals.

The Department of Human Services just received its third systems of care grant from a federal agency to continue integrating mental health services for children through a model that empowers parents and children to drive and lead the direction of their care. Our child welfare agency leads the nation in competency by not only protecting children with kinship care but also engaging and supporting families that can change with resources and help.

Investments by local governments, foundations, and individual donors to build consumer-driven services have resulted in countless other examples of a community that cares about poor and vulnerable children. I thank our many donors, and I thank our community leaders for daring to challenge and change old service models and practices. The difference we make each day improves lives. ■

TOPIC 6 | Family Services & Special Needs

- > The average
- > household size in
- > Allegheny County
- > is 2.3 people.

- > Families make up
- > 60% of the 524,000
- > households in Allegheny
- > County, which includes
- > married-couple families
- > (44%) and other
- > families (16%).

- > The Allegheny County Center for
- > Youth & Families provides services to
- > more than 16,000 children annually.
- > The Center's emphasis on in-home
- > services has resulted in a 24% decline
- > in children placed outside the home
- > between 1997 and 2004.

REGIONAL ASSETS, RESULTS & ACTION

GOVERNMENT ORGANIZATIONS, COMMUNITY AGENCIES, and other stakeholders interested in the welfare of families and children work to strengthen families at risk and to build capacity for raising children and supporting families. There are more than 125 organizations in Allegheny County that provide services that engage and support families. Here are just a few examples of what is happening “better, smarter, and collectively” throughout the Pittsburgh region:

better.

Center for Family Excellence works with families in underserved neighborhoods to help them transform adversity into hope. Services include First Steps (prevention and supportive services for families with newborns), Right Start (intervention services with families with incidences of child abuse or neglect), Family Reunification (intervention services with families whose parental rights are about to be terminated permanently), and Male Coalition (intervention and prevention services to enhance adolescent and adult male maturation). www.cffei.org / 412-232-0322 x10

smarter.

Three Rivers Youth (TRY) provides services to abused, neglected, runaway, and homeless youth between the ages of 12–21, and to their families. Programs include a network of therapeutic group homes, outreach, support, and self-sufficiency programs for runaway and homeless youth as well as a family partnership program that aims to keep families together. TRY is committed to a Continuous Quality Improvement Process and applies Balanced Scorecard metrics in employee recognition, communication, and skill development. www.threeriversyouth.org / 412-766-2215

collectively.

Family Resources, Inc. works to prevent child abuse and strengthen families in Western Pennsylvania through a continuum of services from prevention through crisis intervention, including: parent education and support, telephone counseling, information and referral, home visiting, support groups, psychotherapy services, and crisis intervention. Services are offered in homes, in the community, in schools, and in locations around Allegheny County including 18 public housing communities. www.familyresourcesofpa.org / 412-363-1702

sources: 2004 American Community Census; The Allegheny County Center for Youth & Families

NONPROFITS LIST

| Family Services & Special Needs

Auberle serves the needs of children and families at risk through residential care, foster care, emergency shelter, in-home intervention, education, and community programs. Family preservation, reuniting families in a positive home environment, and preparing children to be responsible adults are goals of Auberle.
www.auberle.org / 412-673-5800

Center for Creative Play provides an inclusive, universally accessible family play facility for children of all abilities and families with diverse backgrounds to play, learn, and grow together.
www.cfcplay.org / 412-371-1668

Children's Home of Pittsburgh promotes the health and well-being of infants and children through an adoption program, a transitional infant care hospital serving premature and high-risk infants and their families, as well as a pediatric extended care center serving medically fragile infants and children.
www.adopt-infant.org / 412-441-4884

Every Child, Inc. is working to ensure a caring, healthy, and lasting family for children, with a focus on youth that have developmental disabilities, special health care needs, or significant emotional challenges.
www.everychildinc.org / 412-665-0600

Family Hospice and Palliative Care exists to enhance the quality of life for terminally ill patients, their families, and caregivers by providing quality palliative and supportive care, primarily in the home.
www.familyhospice.com / 412-572-8800

FamilyLinks provides mental health programs, youth and family programs, adult community services, treatment programs, and school-based prevention services to children, families, and individuals.
www.familylinks.org / 412-661-1800

Family Services of Western Pennsylvania (FSWP) supports families and individuals through vocational services, case management, counseling, mental health services, as well as transportation, pre-release, and parenting education services to inmates and their families.
www.fswp.org / 412-820-2050

Jewish Family & Children's Service improves the quality of life of individuals and families in the Jewish and general communities by providing psychological, employment, and social services.
www.jfcsppgh.org / 412-422-7200

KidsVoice provides advocacy and legal representation to abused, abandoned, voiceless, and vulnerable children.
www.kidsvoice.org / 412-391-3100

Macedonia Family and Community Enrichment Center, Inc. (FACE) supports the social, emotional, and educational needs of youth and encourages the healthy development of family relationships.
www.mbcchurch.org / 412-281-8437

Mainstay Life Services provides community living arrangements and supports to children and adults with developmental disabilities, and their families.
www.mainstaylifeservices.org / 412-344-3640

Parental Stress Center aims to prevent child abuse and neglect by providing family education, counseling, and intensive support services to families and caregivers in Southwestern Pennsylvania.
www.pscfamily.net / 412-361-4800

Radio Information Service (RIS) uses the medium of radio to provide access to print information for people who have a disability that inhibits reading.
www.readingservice.org / 412-488-3944

Spectrum Family Network (SFN) offers a range of services and resources to strengthen and unify children and families in Greater Pittsburgh. SFN services include family therapy, family care, therapeutic intervention, behavioral health, family mental health, as well as group home and foster care placements.
www.spectrumfamily.net / 412-342-2300

Wesley Institute provides services for children and families experiencing behavioral health or emotional problems and their families.
www.wesleyinstitute.org / 412-831-9390

Womansplace strives to end domestic violence through crisis intervention, prevention education, and direct services. Womansplace supports individuals and families exposed to abuse by providing shelter, legal and medical advocacy, and options counseling.
www.womansplace.org / 412-678-4620

Women's Center & Shelter of Greater Pittsburgh provides a 24-hour crisis hotline, temporary shelter, counseling, and support services for women victims of domestic violence and their children. WCS provides school and community domestic violence education.
www.wcspittsburgh.org / 412-687-8017

COMMUNITY TOPIC

No. 7

Poverty & Hunger



Volunteers assist patrons making selections in **The North Hills Community Outreach** food pantry. NHCOC is best known as an organization where “people help people.” *Read more about NHCOC on page 28.*

The 2005 federal poverty threshold for a family of four is \$19,350.

WORDS FROM

> Joyce Rothermel & Dennis P. McManus <

Executive Director & Education and Advocacy Coordinator

Greater Pittsburgh Community Food Bank

HUNGER HURTS. It diminishes the capacity of children to learn; exacerbates the ill health conditions of seniors; and saps the strength of the working poor.

Because people are hungry today, hundreds of organizations and congregations throughout Allegheny County focus all or some part of their effort on gathering food and distributing it to people in need. Thousands of generous food donors and financial supporters and hard-working staff and volunteers contribute their time, treasure, and talent to this necessary effort. It is not enough. While charity is vital in addressing the immediate and emergency needs of people struggling to feed themselves and their families, it is not the answer to hunger, food insecurity, and poverty in our community. The answer lies in creating broader awareness of the problem and advocating with our governmental leaders for a solution. Working together we can create the political will to end hunger. ■

TOPIC 7 | Poverty & Hunger

- > Nearly 11% of
- > people and 7%
- > of families in the
- > county live in
- > poverty, compared
- > to 13% and 10%
- > nationally.

- > The percentage of
- > Allegheny County
- > residents living in
- > poverty is lower
- > than national
- > averages.

- > Each day, area non-
- > profits make more
- > than 500,000 meals
- > available to serve
- > Allegheny County’s
- > adults, elderly, and
- > children in need.

- > The number
- > of Pittsburgh res-
- > idents currently
- > living in poverty
- > is similar to the
- > number living in
- > poverty in 2000.

REGIONAL ASSETS, RESULTS & ACTION

MORE THAN 125 ORGANIZATIONS IN ALLEGHENY COUNTY are working to ensure that the basic human needs of low-income individuals and families are met, and to build self-sufficiency among all residents to eliminate hunger and poverty. Here are just a few examples of what is happening “better, smarter, and collectively” throughout the Pittsburgh region:

better.

East End Cooperative Ministry, Inc. (EECM) is an interfaith coalition of 47 congregations, parishes, and institutions united to serve the human needs of Pittsburgh’s East End residents. EECM provides urgent necessities such as food and shelter, and offers a wide range of programs that help individuals and families escape the cycle of poverty and establish satisfying, self-supporting lives.
www.eecm.org / 412-361-5549

smarter.

Human Services Center Corporation (HSCC) is a multi-purpose human services center that improves the quality of life for children, adults, and families in the Mon Valley area and provides essential services to both community members and human service organizations. HSCC promotes and supports a network of providers, serves as a bridge between human service organizations and policymakers, monitors community needs, and initiates innovative strategies to fill service gaps.
www.hscm-mvpc.org / 412-829-7112

collectively.

Greater Pittsburgh Community Food Bank (GPCFB) works with nearly 350 member agencies located throughout the 11-county region of Southwestern Pennsylvania. Member agencies include smaller countywide food banks, food pantries, soup kitchens, daycare centers for both senior citizens and children, personal-care homes, drop-in centers, homeless shelters, domestic abuse shelters, drug rehabilitation centers, Home Delivered Meals Programs for the elderly, and after-school programs for youth. Qualified agencies can access GPCFB’s inventory of grocery items on a weekly basis, and there is no cost to the agency for donated food.
www.pittsburghfoodbank.org / 412-460-FOOD

sources: Allegheny County Department of Human Services; 2004 American Community Census,

\$1 Energy Fund is a nonprofit fuel fund that provides assistance and tangible aid to families and individuals experiencing difficulty in affording adequate and safe utility supplies in order to maintain basic standards of living. \$1 Energy Fund, Inc. is the third-largest fuel fund in the country. www.dollarenergy.org

Catholic Charities of the Diocese of Pittsburgh works to strengthen families and empower self-sufficiency. Catholic Charities provides counseling, emergency relief, housing and tangible assistance, and mother and infant programs. www.ccpgh.org / 412-456-6999

Community Action Association of Pennsylvania is a statewide association of 43 local community action programs working to move people from poverty to self-sufficiency. www.thecaap.org / 717-233-1075

Garfield Jubilee Association (GJA) programs benefit and stabilize the welfare of low-to-moderate income families in Garfield. GJA provides affordable housing, economic development, leadership development, and supportive services. www.garfieldjubilee.org

Holy Family Institute provides a variety of services to preserve families, strengthen communities, and help children succeed. Programs include residential care, counseling, treatment, and education programs. www.hfi-pgh.org / 412-766-4030

Just Harvest is a membership organization that promotes economic justice and works to influence public policy and to educate, empower, and mobilize Allegheny County citizens toward the elimination of hunger. www.justharvest.org / 412-431-8960

Light of Life Rescue Mission is dedicated to the rescue and rehabilitation of homeless and needy men, women, and children. The Mission was originally known as Harbor of Hope, and served as a refuge for transient men, though programs and services have been expanded to include women and children. www.lightoflife.org / 412-803-4123

Little Sisters of the Poor provides a continuum of care to the elderly poor. Services include independent living apartments, personal care and assisted living, and nursing care that is licensed under the statutes of Pennsylvania. www.littlesistersofthepoor-pittsburgh.org / 412-307-1100

Lutheran Service Society of Western Pennsylvania is a faith-based social-service provider that serves persons with the greatest needs and the fewest resources. Food services include Meals on Wheels for seniors. www.lsswpa.org / 412-366-9490

North Hills Community Outreach is an interfaith nonprofit organization that addresses the spiritual, emotional, physical, and material needs of people in crisis, hardship, and poverty. www.nhco.org / 412-487-6316

Pittsburgh Community Services, Inc. is an anti-poverty community action agency serving the City of Pittsburgh. www.pghcsi.org

Rainbow Kitchen Community Services improves the quality of life for low-income individuals and families through programs that address hunger, child nutrition, career, and supportive services. www.rainbowkitchen.org / 412-464-1892

Society of St. Vincent de Paul is a faith-based organization that serves the hungry and poor residents of Greater Pittsburgh. Programs include a thrift store, a food bank, a transitional housing program for newly released male prisoners, a Christmas gift collection and distribution program, and a Catholic burial service for people who die without families or funds to be buried. www.svdppitt.org / 412-321-1071

Sojourner House is a residential rehabilitation facility where addicted women learn to break the intergenerational cycle of poverty and substance abuse while living with their children in their own apartment. sojournerhousepa.org / 412-441-7783

Women, Infants, and Children is a nutrition education program that promotes good health and provides nutritious food for pregnant, breastfeeding and postpartum women, as well as infants and children. Adagio Health offers the program in over 25 sites across Allegheny County. www.fhcinc.org / 412-288-2130

COMMUNITY TOPIC

No. 8

Public Health

Public Health is the science and art of preventing disease, prolonging life, and promoting health and efficiency through organized community effort.

WORDS FROM

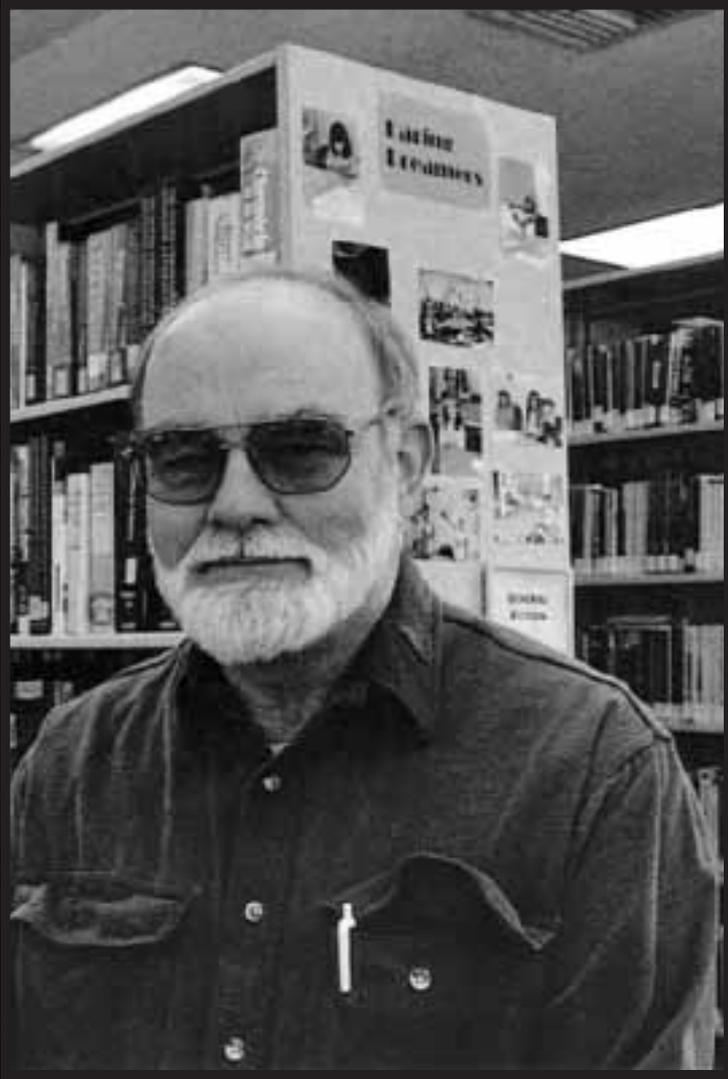
> Karen Wolk Feinstein, Ph.D. <
President, Jewish Healthcare Foundation

WHEN WE THINK OF PUBLIC HEALTH problems, it's natural to think in terms of communicable diseases; as little as 50 years ago, contagions like tuberculosis and polio were all but the sole concern of public health authorities. Even today, infectious diseases — from HIV and SARS to avian influenza — rightly claim much of their attention.

But one of the biggest public health problems of our time isn't catching. No one is going to get diabetes through any of the routes that contagions travel. Yet it has taken on the dimensions of a plague, spread largely by this rich country's poor diet and exercise habits.

As of last year, 21 million Americans had diabetes and their numbers were climbing by 1.5 million annually. The complications are hideous and the costs are staggering; diabetes accounts for 11 percent of all U.S. healthcare spending.

If we truly want to distinguish our region as a healthcare capital, we'll develop new ways of combating what is arguably this era's most deadly epidemic. ■



Father Regis Ryan, 2005 Frida Shapira Medal recipient, is the executive director of **Focus on Renewal**. F.O.R. operates the Sto-rox Family Health Center which provides quality dental and health services to adults and children.

TOPIC 8 | Public Health

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> > Healthcare is the largest economic > sector in Southwestern PA — it > employs one in eight workers and > conducts approximately \$7 billion > per year through the region. | <ul style="list-style-type: none"> > Dramatic disparities > exist between the > health conditions of > minorities and the > white population > Allegheny County. | <ul style="list-style-type: none"> > In 2004, more than > 230,000 individuals > were served by the > Allegheny County > Department of > Human Services. |
|---|--|---|

REGIONAL ASSETS, RESULTS & ACTION

THERE ARE MORE THAN 290 HEALTHCARE-RELATED organizations in Allegheny County working to advance health education, prevention, and care. Here are just a few examples of what is happening “better, smarter, and collectively” throughout the Pittsburgh region:

better.

Jewish Healthcare Foundation is a local foundation that applies Jewish values to healthcare improvement, and fosters the provision of healthcare services, healthcare education, and healthcare research. The Foundation seeks to make investments that apply pressure, offer useful innovation, or present powerful new program models. Example grants include Jewish Association on Aging, Pittsburgh Regional Healthcare Initiative, The Breast Test, Operation KidShot, Coordinated Care Network, the Kosher Food Pantry, Interfaith Volunteer Caregivers, and the Court Masters Program. www.jhf.org / 412-594-2550

smarter.

Center for Minority Health (CMH) in the Graduate School of Public Health at the University of Pittsburgh has a mission to eliminate racial and ethnic health disparities by translating medical and public health research into culturally relevant and scientifically sound community-based interventions. A National Institutes of Health Center of Excellence, the CMH targets common risk factors (tobacco pollution, obesity, physical inactivity, poor nutrition, stress) for chronic diseases which are the causes of premature illness and death for racial and ethnic minority populations. The CMH coordinates a network of health disparity partnerships across Pennsylvania. www.cmh.pitt.edu / 412-624-5665

collectively.

Pittsburgh Regional Healthcare Initiative (PRHI) is a coalition of regional leaders committed to perfecting healthcare delivery for every person in Southwestern Pennsylvania. Partners include more than 40 hospitals, hundreds of physicians, four major insurers covering 85 percent of the commercial market, 32 large and small business healthcare purchasers representing more than 200,000 workers and dependents, organized labor, and dozens of civic leaders. www.prhi.org / 412-586-6700

sources: Allegheny County Department of Health and Human Services; Urban League of Pittsburgh “Black Papers on African American Health in Allegheny County”; University of Pittsburgh Center for Minority Health; Pittsburgh Regional Healthcare Initiative; Pennsylvania Department of Health, Special Report on the Health Status of Minorities in Pennsylvania, 2002

NONPROFITS LIST

Public Health

Adagio Health provides health care at more than 70 sites in 23 counties of Western Pennsylvania. Services include a broad range of programs for women and families. www.adagiohealth.org / 412-288-2130

Allegheny General Hospital, part of the West Penn Allegheny Health System, is one of the nation's leading hospitals, with particular excellence in cancer care, cardiac care, orthopedics, neurosciences, and trauma. www.all-health.edu / 412-359-3131

American Red Cross, Southwestern Pennsylvania Chapter, provides disaster relief and health and safety training to residents throughout the region. <http://swpa.redcross.org> / 888-217-9599

Center for Organ Recovery & Education (CORE) provides individuals an opportunity to volunteer for life through organ, tissue, and corneal donation. www.core.org / 800-DONORS-7

Central Blood Bank (CBB) collects, tests, and distributes more than 400,000 blood products a year to over 40 hospitals in Western Pennsylvania and Northern West Virginia. CBB recruits donors, collects blood, manufactures it into components for hospitals and healthcare customers, and works to establish and provide new blood therapies. www.centralbloodbank.org / 1-866-DONORS-1

Consumer Health Coalition (CHC) facilitates the inclusion of consumer voice in health policy and systems that secure quality, affordable health coverage and improve access to healthcare in Southwestern PA. www.consumerhealthcoalition.org / 412-456-1877

CONTACT Pittsburgh offers immediate emotional support by telephone volunteers trained to help people of all ages who may be suicidal, in emotional distress, or in need of reassurance, information, or referral services. www.contactpgh.org / 412-820-0100

Coordinated Care Network provides case management and pharmacy services to underserved populations in 10 counties across Southwestern Pennsylvania. Their mission is to reduce "system" costs through case management and prescription discount programs, and in the process, generate sufficient earned income to finance health care for the uninsured. www.coordinatedcarenetwork.org / 412-349-6300

Focus on Renewal programs include a family health center, a positive parenting program, a family foundation/early head start program, and an adult education and learning center. Additional programs include a neighborhood credit union, transportation pro-

gram, community center, thrift shop, library, and high-rise apartments for senior citizens. www.forstorox.org / 412-771-6462

Good Grief Center for Bereavement Support is resource center and safe place where those who have experienced the pain of death may come to work through loss and learn to manage grief. www.ggconline.org / 412-461-1776

Health Policy Institute (HPI) provides analytical and educational activities that enhance health in the Pittsburgh region by improving the policies and other decisions that influence health. www.healthpolicyinstitute.pitt.edu / 412-624-6104

Hilltop Health Ministries Consortium works with home-centered, isolated elderly, and marginalized young adults to identify, access, and utilize public health and wellness resources. 412-381-4710

Mental Health Association of Allegheny County provides educational, advocacy, legal, and outreach services in collaboration with those affected by mental illnesses and/or substance use disorders. www.mhaac.net / 412-391-3820

Pittsburgh Mercy Health System is a network of facilities and programs throughout the Pittsburgh region. Community outreach includes child abuse and domestic violence programs and initiatives that serve the homeless population and homebound residents. www.mercylink.org / 412-232-5660

University of Pittsburgh Medical Center (UPMC) is one of the largest healthcare systems in the United States and, with more than 45,000 employees, is the largest employer in Western Pennsylvania. UPMC comprises 19 hospitals and a network of care sites across a 29-county service area. www.upmc.com / 412-647-UPMC

Community Health Clinics provide primary and preventive health care services for people living in the medically underserved communities and indigent populations. www.paforum.com/alleggheny.htm

Allegheny County Health Centers include: Alma Illery Medical Center, Braddock Family Health Center, Center City Health Center, Duquesne Family Health Center, East Liberty Office, Hazelwood Family Health Center, Hill House Health Center, Hilltop Community Health Care, Lincoln-Lemington Office, Manchester Health Center, Matilda Thiess Health Center, McKeesport Family Health Center, Metro Family Practice, North Side Christian Health Center, Rankin Family Health Facility, Steel Valley Health Center, Sto-Rox Family Health Center, West End Health Center, Westing-house School Based Health Center, and Wilksburg Family Health Center.

COMMUNITY TOPIC

No. 9

Workforce Development



Teenage workers at a Ben & Jerry's PartnerShop, in Squirrel Hill, owned and operated by **Life'sWork**, scoop ice cream for customers. Life'sWork provides youth who face barriers to employment opportunities that lead to permanent jobs throughout Southwestern Pennsylvania.

The processes of human capital development include preparation through education and training, matching people to regional needs, and retaining talent.

WORDS FROM

> Jane A. Downing <

Senior Program Officer, The Pittsburgh Foundation

THE WORKFORCE DEVELOPMENT system in Allegheny County is characterized by highly respected public policy leadership; shared understanding of the key processes of human capital development; increasingly sophisticated nonprofits engaged in these processes; a focus on targeted industries important to the regional economy; and strategic partnerships with key industries and higher education, public transportation, and regional planning agencies.

Sector advancement in the past few years includes improved labor market information; formation of industry partnerships and development of incumbent worker training; applied research to advance basic technology skill attainment, training for incumbent workers, internships for college students, and preparation and retention of pivotal talent; new training programs in manufacturing, customer service and life sciences; and adoption of work readiness standards and creation of career awareness tools for youth.

Thomas L. Friedman in *The World Is Flat* argues that individuals will be the future engines of change, and investment in education, training, and technology are keys to keeping the U.S. competitive in the global economy. Locally, I would encourage more interdisciplinary initiatives that weave the thread of workforce development with threads of K-12 education, business development, public transportation, and real estate development planning so that collectively we advocate for continuous skill upgrading for all workers to help businesses stay competitive, and planning to ensure workers can access newly created jobs. ■

TOPIC 9 | Workforce Development

- > The unemployment rate in Allegheny County is 6%, which is slightly lower than the national rate of 7%. Unemployment in the County has declined by 20% since 2002.

- > Pittsburgh ranks 6th in the nation as home to Fortune 500 companies (Alcoa, Heinz, Mellon, PNC Financial Services, PPG, US Steel, and WESCO International).

- > Entrepreneur magazine ranked Pittsburgh as the ninth-best place in the country for small businesses.

REGIONAL ASSETS, RESULTS & ACTION

THERE ARE MORE THAN 170 AGENCIES in Southwestern Pennsylvania providing workforce development services through a range of activities including workforce readiness, vocational counseling, job training, and labor market development. Here are just a few examples of what is happening “better, smarter, and collectively” throughout the Pittsburgh region:

better.

New Century Careers offers a variety of training programs to prepare individuals for a machining or welding career with good wages, benefits, and personal satisfaction. In addition, New Century Careers has helped over 200 companies in Southwestern Pennsylvania advance the skills of their employees. Manufacturing is the second-largest source of employment in the region, and the average salary in the industry is more than 50 percent higher than the average annual wage in the services sector. www.ncsquared.com / 412-258-6620

smarter.

Bidwell Training Center offers programs that provide career paths and opportunities in the high-tech, culinary, and medical fields to candidates that have a high school diploma or GED. Programs include chemical technology, culinary arts, horticulture, office technology, and medical programs. Bidwell’s also offers academic classes, one-on-one tutoring, and G.E.D. preparation classes for students who lack a high school diploma. www.bidwell-training.org / 412-323-4000

collectively.

Three Rivers Workforce Investment Board (TRWIB) envisions a region where the high quality of the workforce is a key asset in attracting and retaining business, and where the workforce is supported by a development system that is market-driven and user-friendly. TRWIB has developed a list of priority industry clusters due to their importance to the regional economy. The clusters are financial services, healthcare, hospitality and tourism, information technology, and manufacturing. TRWIB has convened industry-focused workforce summits, hired “cluster coordinators” to work with employers to develop and implement targeted strategies to address critical labor shortages, and undertaken action-oriented research. www.trwib.org / 412-552-7090

sources: Community Census 2004; www.visitpittsburgh.com

Access to Work Interagency Cooperative provides coordination for the Port Authority of Allegheny County, Three Rivers Workforce Investment Board and Southwestern Pennsylvania Commission in planning and implementing public transportation services to connect entry level workers to jobs. The Port Authority provides federal and state grants for research and transportation services to fill gaps in the public transit system throughout the region.
www.spcregion.org / 412-201-3970

CareerLink Pittsburgh connects employers and job seekers in Greater Pittsburgh through an online database of employment information and personalized service at career centers and neighborhood community centers across the region.
www.careerlinkpittsburgh.com / 866-317-JOBS

Career Literacy for African American Youth (CLAAAY), a program of Duquesne University's Institute for Economic Transformation, empowers motivated youth to define, pursue, and achieve their individual career and educational goals through one-on-one career mentoring, academic tutoring and related programming.
www.iet.duq.edu / 412-396-4494

Center for Competitive Workforce Development (CCWD) is the research arm of Duquesne University's Institute for Economic Transformation. CCWD conducts policy-oriented research on workforce development and economic development issues facing the Pittsburgh region. www.iet.duq.edu/ccwd

Goodwill Industries of Pittsburgh is a human service agency and network of nonprofit businesses whose mission is to help people with special needs to overcome barriers to employment and enjoy the dignity and benefits of work and improved quality of life. Goodwill Pittsburgh and its affiliates employ more than 900 people, making it one of the largest and most diverse social and human service organizations in the region.
www.goodwillpitt.org / 412-481-9005

Hill Oakland Workforce Collaborative Job Links program provides services to job seekers and employers in Oakland and around Pittsburgh. Services include job placement, job search, career counseling, resume and employment application preparation, basic computer training, and mock interview sessions.
www.cdpn.net/joblinks / 412-621-3821

Human Capital Policy Initiative (HCPI) was created to close the gap in communications, foster linkages among policymakers at all levels, and develop a forum for open discussion on workforce development.
www.hcpi.org / 412-624-7731

Life'sWork helps persons with disabilities or other employment barriers enter the workplace and achieve independence and dignity through productive employment. Life'sWork social enterprise ventures include printing, mailing, packaging, assembly, and other customized business arrangements.
www.lifesworkwpa.org / 412-471-2600

Minority & Women Educational Labor Agency (MWELA) provides pre-apprenticeship education and training for entry into the Carpenters Union and employment on construction sites. MWELA is working with the Greater Pittsburgh Regional Council of Carpenters and the Master Builders Association to increase employment opportunities for minorities and women in the construction trades. 412-281-6629

Mon Valley Initiative is a coalition comprised of 12 community development corporations. The Initiative produces Career Connections, a workforce development publication, and provides other services focused on business and career development.
www.monvalleyinitiative.com / 412-464-4000

Pennsylvania Professional Employment Network (PAPEN) is a volunteer-based organization that promotes career management through networking. The organization consists of 1,700 professionals, managers, and executives. www.papen.us

Regional Internship Center of Southwestern Pennsylvania works to increase the number of internships and create a centralized internship system in the region. RIC helps employers develop internship programs and connects them to potential interns at regional colleges and universities.
www.ric-swpa.org / 412-258-2688

Vietnam Veteran's Leadership Program of Western Pennsylvania (VVLP) provides employment, housing assistance, and support services to unemployed, underemployed, and homeless veterans and family members in Southwestern Pennsylvania.
www.vvlp.org / 412-481-8200

Workforce Development Professionals Network provides capacity building tools, training, and technical assistance to workforce development professionals, including community-based providers, Job Corps programs, Workforce Investment Boards, and Welfare-to-Work programs. www.wdpcn.net

YouthWorks, Inc. oversees youth employment and training programs for economically disadvantaged youth ages 14–25, and recruits local employers to provide opportunities to youth.
www.youthworksinc.org / 412-281-6629

COMMUNITY TOPIC

No. 10

Youth & Education



The executive directors of **The Mentoring Partnership**, **Youth Places**, and **YouthWorks** stand in their shared space. The co-location of these three nonprofits contributes significantly to the sharing of resources between and among their youth-oriented programming.

Youth and education organizations work to enhance the academic, emotional, physical, and social development of young people through school and community-based programs.

WORDS FROM

> Dara Ware Allen, Colleen Fedor & Lori Schaller <
Executive Director, YouthWorks, Inc.
Executive Director, The Mentoring Partnership of Southwestern PA
Executive Director, YouthPlaces

AS A COLLECTIVE COMMUNITY of businesses, schools, non-profit agencies, families, and individuals, we have a critical opportunity and responsibility to address the needs of youth. From basic safety to quality education to general access issues, so many of our youth today are in need. The good news is that many of us are working to help. However, we can do better to link our efforts where natural synergies exist to increase coordinated resources for youth. Such a movement would allow us to work smarter in a time of diminishing resources, all while enhancing the positive impact on young people, particularly our most vulnerable.

When we come together, we live up to our name, "community." We adequately address the many needs of youth, and we develop the access they need to rich experiences that enable them to develop skills, make informed decisions about their futures, build their self-esteem, and ultimately develop their potential. As more of our youth believe they can achieve their dreams and are afforded the opportunity to reach this potential, a brighter future also lies in store for our communities and our region. ■

TOPIC 10 | Youth & Education

- > In Allegheny County, there are nearly 290,000 people under the age of 19.
- > The region's 11th-graders test 4 percentage points higher than the rest of the state in reading and 3 percentage points higher in math.
- > There are more than 13,860 youth in active mentoring relationships in Allegheny County, however, approximately 15,000 youth are in need of mentors.
- > The region is home to 34 colleges and universities, including Carnegie Mellon University and the University of Pittsburgh, which are constantly featured as among the best in the nation by *U.S. News & World Report*.

REGIONAL ASSETS, RESULTS & ACTION

THERE ARE MORE THAN 275 youth and education organizations in Allegheny County working to educate, build leadership, foster citizenship, and reduce risk behaviors among youth. Here are just a few examples of what is happening “better, smarter, and collectively” throughout the Pittsburgh region:

better.

The Pittsburgh Project is an urban, neighborhood-based, Christian community development organization that operates a progressive series of afterschool and summer programs in which children and young people grow academically, relationally, and spiritually, and become prepared to transform culture and to serve neighbors. In addition, The Pittsburgh Project performs free home repairs to in-need homeowners and launched the Charles Street Cafe, a neighborhood coffee shop. www.pittsburghproject.org / 412-321-1678

smarter.

Mentoring Partnership of Southwest Pennsylvania (MPSP) expands community capacity to support quality mentoring relationships for youth. MPSP helps start mentoring programs, provides technical assistance to ongoing programs, recruits and trains mentor volunteers, and convenes mentoring staff and volunteers monthly to share resources and explore best practices. www.mentoringpittsburgh.org / 412-281-2535

collectively.

Allegheny County's Promise collaborates with nearly 60 partner organizations to promote and support 280 regional youth programs. The organization is focused on mobilizing people from every sector of American life to build the character and competence of youth by fulfilling Five Promises: 1) Ongoing relationships with caring adults, such as parents, mentors, tutors, or coaches; 2) Safe places with structured activities during non-school hours; 3) Healthy start and future; 4) Marketable skills through effective education; 5) Opportunities to give back through community service. www.alleghenypromise.org / 412-269-3674

sources: Community Census 2004; Mentoring Partnership of Southwest Pennsylvania; www.visitpittsburgh.com; Pittsburgh Regional Alliance

NONPROFITS LIST

Youth & Education

ASSET Inc. (Allegheny Schools Education and Technology) is a nonprofit education reform initiative dedicated to continuously improve the teaching and learning process, with initial efforts in K-8 science and technology education. www.assetinc.org / 412-481-7320

Beginning with Books Center for Early Literacy provides information, materials, skill development, and encouragement that enable parents and adults to promote literacy development of children in their care. www.beginningwithbooks.org / 412-361-8560

Big Brothers Big Sisters of Greater Pittsburgh provides one-to-one mentoring programs and services to help youth discover their potential and become responsible adults. www.bbbspgh.org / 412-363-6100

Boys & Girls Clubs of Western Pennsylvania is dedicated to enhancing the quality of life for youth, with particular emphasis on members who live in urban communities of highly diverse cultures. The organization provides leadership development, education, career development, health, fitness, and life skills to youth age 5–18. www.bgcwpa.org

Education Policy and Leadership Center (EPLC) focuses on education policy, leadership, and advocacy to promote state-level education policies that improve student learning in grades K–12, increase the effective operation of schools, and enhance educational opportunities for citizens of all ages. www.eplc.org

Greater Pittsburgh Literacy Council (GPLC) is working to ensure that adults and families acquire reading, writing, math, English-language skills, and computer skills so that they may reach their fullest potential in life and participate productively in their community. www.gplc.org

Hosanna House, Inc. is a multi-purpose community center that provides early childhood education, youth recreation, tutoring and mentoring, technology, men's services, workforce development, health and dental care, and permanent supportive housing. www.hosannahouse.org / 412-243-7711

Junior Achievement of Southwest Pennsylvania (JA) teaches students how business works through hands-on economic education programs. JA brings volunteers into the classroom to educate and inspire young people about business and economics. www.jaswpa.org / 724-772-5900

Manchester Youth Development Center provides educational, recreational, and cultural experiences to urban youth through a school and daycare center, and after-school and Saturday programs. 412-322-0585

Mon Valley Education Consortium (MVEC) raises money, seeks out resources, designs initiatives, and convenes community to respond to the challenges faced by school districts in Southwestern Pennsylvania. The Consortium works with more than 100 schools, 55,000-plus students in grades K-12, 7,000 public school employees, and 122 communities. www.mvec.org / 412-678-9215

Neighborhood Academy is a faith-based, independent, college-prep high school for Pittsburgh's inner-city youth. www.theneighborhoodacademy.org / 412-362-2001

Outreach Teen and Family Services provides counseling to teens, a KARE education program to address drug and alcohol issues, a M.A.S.T. program that seeks alternative sentencing for delinquent teens, parent training, and community seminars. www.outreachteen.org

Pressley Ridge provides social services, special education, and mental health services to troubled children and their families across six states. www.pressleyridge.org / 412-321-6995

Reading Is FUNDamental Pittsburgh provides the resources, motivation, opportunities, and skills for children ages 2 through 12 to read. www.rifpittsburgh.org / 412-321-8022

Urban Youth Action, Inc. is a youth education and development program that emphasizes the importance of education, employment readiness and community services through a series of educational sessions, internships and enrichment activities. www.urbanyouthaction.org / 412-391-7807

YMCA of Pittsburgh aims to build strong kids, families, and communities through after-school care and child-care, outdoor camping, community outreach, sports, health and fitness, youth counseling, and senior assistance. www.ymcaofpittsburgh.org

YouthBuild Pittsburgh provides job skills and leadership development to unemployed young people ages 16–24. Participants work toward their GED or high school diploma while building affordable housing for homeless and low-income people. www.youthbuild.org / 412-661-7507

YouthPlaces ensures that underserved, high-risk youth ages 12–18 engage in quality after-school programs within their neighborhoods. Programs are shaped by community and youth leaders in order to develop the skill of youth and increase their opportunity for success. www.youthplaces.org / 412-434-0851

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