



COMMUNITY THREADS

THE FABRIC OF THE SECTOR IS YOU



THE FORBES FUNDS



THE PITTSBURGH
FOUNDATION

THE NONPROFIT SECTOR OF SOUTHWESTERN PENNSYLVANIA



THE FORBES FUNDS

Envisioning Pittsburgh's nonprofit sector as innovative, informed, and engaged, The Forbes Funds advances capacity building within and among the region's nonprofit organizations.

The Copeland Fund for Nonprofit Management

To strengthen the management and policymaking capacity of nonprofit human service organizations to serve better the needs of their communities.

- Management Assistance Grants
- Emergency Grants
- Cohort Grants

The Tropman Fund for Nonprofit Research

To support applied research on strategic issues that are likely to have profound effects on nonprofit management and governance, especially among human service and community development organizations.

- Applied Research Projects
- Annual Research Conference

The Wishart Fund for Nonprofit Leadership

To encourage pioneering nonprofit leadership by promoting public learning and discussion about issues critical to ethical and effective management, as well as by celebrating exemplary practices.

- Leadership Forums
- Frieda Shapira Medal
- Alfred W. Wishart, Jr. Award for Excellence in Nonprofit Management



THE PITTSBURGH FOUNDATION

The Pittsburgh Foundation works to improve the quality of life in the Pittsburgh region by evaluating and addressing community issues, promoting responsible philanthropy, and connecting donors to the critical needs of the community.

The Pittsburgh Foundation is the 14th-largest community foundation in the country. Since 1945, it has worked to improve the quality of life in the Pittsburgh region by evaluating and addressing community issues, promoting charitable giving, and connecting donors to the critical needs of the community.

Many generous individuals have invested in their community by establishing over 1,000 funds at the Foundation, benefiting a wide variety of nonprofit organizations and community needs.

Through donor designated funds, donors may give to the organization of their choice. Community Fund grants at The Pittsburgh Foundation are awarded in five targeted areas for impact:

- Achieving Educational Excellence and Equity
- Fostering Economic Development
- Supporting Families, Children and Youth
- Reducing Disparities in Health Outcomes
- Advancing the Arts

There is also a Responsiveness Fund, which makes unrestricted grants to organizations that fall outside these five goal areas.

On the cover, clockwise from top left: Carrie Barmen of Pittsburgh Social Venture Partners, Mary Peters of the YWCA of Greater Pittsburgh, Jake Vandall of Family Services of Western Pennsylvania, and Doug Muetzel of Wesley Spectrum Services.

CONTENTS

Introduction	2
You as a Leader	4
You as a Donor	36
You as a Volunteer	42
You as a Consumer	46
Resource Guide	50

INTRODUCTION

Every two years, The Forbes Funds, in partnership with The Pittsburgh Foundation, publishes *Community Threads* as a way of celebrating the contributions of the nonprofit sector in Southwestern Pennsylvania.

This third volume emphasizes that the core of this vibrant sector is you! Whether you are a leader, a donor, a volunteer, or a consumer, you are all essential to building a healthy, sustainable community.

YOU AS A LEADER

Dr. Martin Luther King, Jr. said, “Everyone can be great because everyone can serve.” There are countless individuals who have chosen to serve through careers in the nonprofit sector. While spending their days aspiring to improve the quality of life for all in our region, they seek to build strong organizations worthy of the responsibility bestowed upon them as stewards of the public trust. In this section, we highlight the seven core values that are essential to the effective management of nonprofits. For each of these, two organizations were selected to illustrate excellence in their adherence to that value and one or more of its corresponding criteria. These core values are Visionary Leadership, Consumer Centered, Valuing Employees and Partnerships, Results Driven, Management by Fact, Quality and Consistency of Services, and Continuous Quality Improvement. These Criteria for Management Excellence are designed to provide guidance and transparency regarding the many facets of a nonprofit organization.

YOU AS A DONOR

Now more than ever, even the best nonprofits are pressed for resources. While government, corporate, and foundation support are important to the overall health of the sector, the leading and growing donor base is driven by individual giving. According to Giving USA, individuals gave more than \$300 billion to charities in 2007. Every contribution is important to an organization’s vitality. *Community Threads* honors two individuals who have excelled as donors and shares best practices when considering how best to give.

YOU AS A VOLUNTEER

The volunteer is truly the heart of the nonprofit sector. Volunteers guide our organizations through board service, with day-to-day operations, and, most importantly, by reaching out to those in need. In fact, Independent Sector’s study *Giving and Volunteering in the United States* observes that 83.9 million American adults volunteer, representing the equivalent of more than 9 million full-time employees at a value of \$239 billion. *Community Threads* features individuals who have distinguished themselves as volunteers. The time, expertise, compassion, and dedication they are providing to local organizations are a direct contribution to the fabric of our sector. For those interested in becoming volunteers we offer best practices for finding the best match.

YOU AS A CONSUMER

We are all consumers, benefactors of the nonprofit sector. Through our rich arts community, outdoor amenities, afterschool programs and community

centers, to mention just a few, our quality of life has been significantly enhanced by the nonprofit sector. How fortunate we all are to be part of this rich community. In this section of *Community Threads* we feature two individuals whose stories illustrate the nonprofit community’s ability to transform lives. Consumers are an intricate part of the fabric of the sector, as they are our reason for being; they provide the inspiration that keeps organizations striving to attain high goals.

A RESOURCE FOR YOU

In 2006, a group of local nonprofit Executive Directors recognized the need for our area’s nonprofit organizations to come together for common purposes – to press a vision for community well-being, to promote philanthropy broadly, and to engage the public and policymakers in open dialogue about the future. With this idea, they started the Greater Pittsburgh Nonprofit Partnership (GPNP). What began as an idea of a handful of leaders has grown into a coalition of about 300 nonprofit organizations in the Southwestern Pennsylvania region. The listing of GPNP members at the end of this publication is intended to be a resource guide broken down by sub-sectors for anyone looking for a great nonprofit.

The images provided throughout *Community Threads* provide a brief glimpse into the impact of the nonprofit sector on individuals and communities. Separately, they are merely isolated stories, focusing on a few individuals. As the stories are woven together, they create fabrics and textures that expand the understanding of the nonprofit community. The stories in *Community Threads* are intentionally anecdotal. While they celebrate organizational excellence, they are told from a very personal level, and rightly so: The success of the nonprofit sector is judged by its impact on individuals. The cumulative impact of our region’s organizations on countless persons on a daily basis is the cause for celebration.

Community Threads is about people and the agencies they represent that have made a commitment to excellence. It is about the lessons they have learned about how to achieve the impact they desire and the principles and resources that will enable others to do the same. It is a celebration of the fabric of the nonprofit community; those who touch and transform the lives of others and those whose lives have been touched and renewed. What follow are their stories. We hope you enjoy them.

Diana Bucco



President
The Forbes Funds

Grant Oliphant



President and CEO
The Pittsburgh Foundation





SyF[®]

simon youth foundation

The mission of Simon Youth Foundation is to foster and improve educational opportunities, career development, and life skills for at-risk youth through focused programs and initiatives.

Simon Youth Foundation is a not-for-profit 501(c)(3) public charity in conjunction with Simon-managed properties.

Peoples

ven Thousand

08 ERC Scholarship

YOU AS A LEADER

The stories told in this section are in accordance with The Forbes Funds Criteria for Management Excellence, a set of seven core values and fourteen corresponding criteria that are essential to the sustainability and effectiveness of any nonprofit. These core values are:

Visionary Leadership
Consumer Centered
Valuing Employees and Management
Results Driven
Management by Fact
Quality and Consistency of Services
Continuous Quality Improvement

- **Visionary Leadership** focuses attention on mission and operating principles, planning, accountability, and financial management. These criteria are essential for building capacity and sustainability.
- **Consumer Centered** organizations value constituent input, which is an essential component of assuring that an agency's programs are matched with the needs of its clients.
- **Valuing Employees and Management** includes excellence in human resources management and collaborations and partnership. These criteria are utilized to maximize the effectiveness of the use of internal resources and to mobilize external ones.
- **Results Driven** describes a commitment to outcomes measurement. Outcomes measurement enables an organization to determine whether it is achieving its mission and provides a solid basis for refining programs.
- **Management by Fact** utilizes the criteria of program model and needs assessment. This core value facilitates the design of the program model on the basis of a factual determination of the needs of those served.
- **Quality and Consistency of Services** focuses on communications and policies and procedures. These criteria are critical for internal management both for establishing policies and procedures and communicating these to employees. External communications can be vital for fundraising and community awareness of available services.
- **Continuous Quality Improvement** demonstrates commitment to performance management and internal controls. Establishing systems for accountability, setting goals, gathering and evaluating data, and using that data to initiate procedural and program changes are all important steps for achieving continuous quality improvement.

Two outstanding nonprofit organizations are profiled within each value as a way to celebrate and highlight fourteen high performing nonprofits. The organizations featured in this section score exceptionally well in The Forbes Funds Criteria for Management Excellence online assessment. This tool will be available on The Forbes Funds' Web site in the near future. For now, see how fourteen local nonprofits have exceeded the expectations of each criteria of management excellence.

VALUE: VISIONARY LEADERSHIP

The organization's leaders set direction, values, and expectations that balance the needs of clients and stakeholders. They ensure the creation of strategies and systems that achieve results and ensure organizational sustainability.

Criterion 1

MISSION AND OPERATING PRINCIPLES

- A. **Mission:** The organization has a clear mission that explains its reason for existing and who it serves. A consistent mission statement is communicated in writing, both internally and externally.
- B. **Operating Principles:** The organization has a consistent set of values or principles that are used as a basis for daily operations and decision-making.

How to meet this criterion:

A good mission statement explains the overall purpose of an organization. A clear, well-written mission statement defines the population, region and/or issue targeted, guides the development and evaluation of your programs, aligns the board staff and other stakeholders toward a common goal, communicates why the organization exists, and attracts support for your cause.

Mission statements can be created or updated in a number of ways from highly analytical to highly creative. No matter what method is used, it is extremely important to collect feedback from multiple sources within the organization and achieve agreement. When creating or updating a mission statement, it is necessary to consider the organization's products, services, markets, values, and public image. A mission statement should also include sufficient information that clearly separates it from the mission of other organizations.

Operating principles or values represent the beliefs that the members of the organization hold in common. When defining its operating principles, an organization must consider the values of multiple stakeholder groups, including customers, shareholders, employees, and the community. It is extremely important for an organization to recognize any discrepancies between its identified operating principles and the organization's behavior, and to include actions to align actual values with preferred values in its strategic plan.

Criterion 2

PLANNING

- A. **Multi-Year Planning:** The organization has a strategic plan that maps out what the organization wants to accomplish over the next three to five years.
- B. **Financial Alignment:** Each goal in the organization's strategic plan is tied to realistic funding sources. The organization's annual budget is developed to support the implementation of the strategic plan.

- C. **Measurable Indicators:** The organization has identified measurable indicators or benchmarks that will be used to measure progress against its program goals.

How to meet this criterion:

The nonprofit board is legally responsible for setting the direction for an organization. Strategic planning is a process used to make sure that the board and employees of an organization are aligned and working toward the same goals. It is also used to evaluate the organization's current direction in response to its operating environment. The process of strategic planning is based on setting goals as well as methods to achieve the goals.

Often, organizations focus on writing a planning document, but fail to implement the plan. The following guidelines help to ensure that the planning document is not only created, but actually implemented:

- Make sure that the correct people are involved in the planning process.
- Put the planning information on paper and communicate it throughout the organization, realizing that the planning process is as important as the planning document, document any changes, and adjust accordingly.
- Review timeline and responsibilities regularly and celebrate milestones.
- Build accountability into the plan by regularly reviewing who is doing what and by when.
- Use feedback to evaluate the planning process and the plan.

Criterion 3

ACCOUNTABILITY

- A. **Risk Management:** The organization has policies and procedures in place to minimize risk incurred during the course of day-to-day operations and delivery of its programs and services.
- B. **Unplanned Events:** There are written policies to manage leadership transitions, unplanned events, and/or crises. These policies are understood by board, staff, and volunteers.

How to meet this criterion:

The best protection against risk for an organization is having good management, updated policies, and well-designed insurance coverage. Good management means undergoing careful strategic planning and having effective supervision to make sure that organizational resources are aligned with the organization's mission. An attentive board with a wide variety of skills is one of the best defenses against risk. Updated

policies guide the relationship between management and staff, offer parameters for service delivery, and help the organization to minimize risk regarding litigation. By reviewing insurance information and working with an insurance agent, an organization can ensure that it has the proper types and levels of insurance. This is extremely important when dealing with lawsuits.

Organizations must also regularly undertake a comprehensive assessment of potential risks to prepare for or prevent any unplanned events that may occur. This assessment should take place at least twice a year and include staff members representing all major functions of the organization.

Criterion 4

FINANCIAL MANAGEMENT

- A. Policies and Procedures:** The organization has policies and procedures in place, which provide for sound financial management and protection of its assets. Financial transactions are documented and summarized in accordance with legal policies and generally accepted accounting standards and ensure that the assets of the organization are protected.
- B. Fundraising:** The organization follows ethical fundraising practices to generate support for its mission and programs.
- C. Financial Stability:** The organization has a plan for long-term financial stability and uses clear financial performance measures to monitor its health relative to these goals.

How to meet this criterion:

Financial management is an important process for any organization. In a nonprofit organization, good financial management relates to efficient and effective fundraising policies, as well as solid fiscal management. Financially sound organizations:

- Follow generally accepted accounting principles.
- Prepare timely financial statements based on a budget versus actual and/or comparative basis that are reviewed by the board of directors.
- Monitor compliance with all agreements and contracts.
- Prepare payroll and manage contractors according to appropriate state and federal regulations and organizational policy.
- Follow a written fiscal policy and procedures manual including an investment policy.
- Review capital needs at least annually and establish priorities.

- Develop/establish a reserve of funds to cover at least three months of operating expenses.
- Have appropriate insurance coverage that is periodically reviewed to ensure the appropriate levels and types are in place.
- File IRS form 990 on a timely basis and conduct an annual, independent financial audit prepared by a certified public accountant.
- Have the board of directors oversee the audit process, review and approve the audit report and management letter, and, with staff input and support, implement any necessary changes.
- Make annual reports, including financial statements, available to service recipients, volunteers, contributors, funders, and other interested parties.

It is also critical to have fundraising policies and procedures in place to ensure compliance with professional fundraising ethics and practices. These include the following:

- Accurate and truthful solicitations
- Donor relationships and privacy
- Employment of fundraising personnel and engagement and proper registration of fundraising consultants

Additional Resources:

<http://www.managementhelp.org>
<http://www.allianceonline.org>
<http://www.pano.org/standards/standards.php>

Resources for Developing Mission, Vision, and Values

<http://www.casagordita.com/bylaws.htm>
http://www.health.state.mn.us/divs/hpcd/chp/hpkit/pdf/build_ws2.PDF
<http://www.mystrategicplan.com/strategic-planning-topics/mission-statements.shtml>
<http://www.industrymailout.net/Industry/Home/206/700/link3729/MissionAsk.pdf>

Risk Management Resources

http://www.allianceonline.org/FAQ/risk_management
<http://www.nonprofitrisk.org/>

Strategic Planning/Performance Measurement Resources

<http://www.ccfbest.org/outcomemeasurements/balancedperformancemeasures.htm>
http://www.allianceonline.org/FAQ/strategic_planning
<http://www.ccfbest.org/assessmentandevaluation/strategicplanning.htm>
<http://www.getstrategy.com/examplesofourwork.htm>

Financial Management Resources

http://www.allianceonline.org/FAQ/financial_management

Fundraising Resources

<http://www.afpnet.org/ethics>

CHILDREN'S MUSEUM OF PITTSBURGH

The Children's Museum of Pittsburgh excels not only in creativity, but also in planning and financial management.

Creativity emanates from the museum's 37 full-time and 100 part-time staff. "I'm lucky to work with really creative people, and I enjoy coming to work because of that," says Jane Werner, Executive Director. That creativity is put to good use as all the museum's exhibits are built in-house. Even the building itself has been recognized for its creativity with an American Institute of Architects award. Jane explains, "We feel that kids can appreciate good design as much as adults can."

In its effort to serve as a focal point for child-based services in the community, the museum is involved with numerous collaborations – including the affordable rental space it provides to six area local organizations. Reading is Fundamental – Pittsburgh, Child Watch, *The Saturday Light Brigade* radio broadcast, two Pittsburgh Public Schools pre-kindergarten classrooms, and Toonseum (a start-up cartoon museum) are all housed in the museum. The University of Pittsburgh also uses lab space in the building for a study on how children learn in informal settings. "That is really something that sets us apart – the research that is coming out of here," Jane says. "There have been very few studies done regarding children's learning in a museum venue."

These three areas of excellence – creativity, collaboration, and research – all contribute to the vision and leadership that Jane, her staff, and the museum's 25 board members provide.

That vision is now directed outside the walls of the museum. The museum obtained a National Endowment for the Arts grant to bring in four teams of designers from all over the world to determine how the cultural organizations on the North Side of Pittsburgh could work together to create a center of arts, culture, recreation, and education. The resulting initiative is the Charm Bracelet Project, which explores what community organizations have in common and what projects, including joint marketing, they can engage in

together. One product of this initiative, involving collaboration between the Andy Warhol Museum, the Children's Museum, the Northside Leadership Conference, and the City of Pittsburgh, was the reopening of a theatre on the North Side that is now thriving. As other organizations, such as the Carnegie Science Center, join this initiative, "charms" are added to the "bracelet."

"We were the spark, and now things are taking off," Jane says of the Charm Bracelet Project. In June 2008, with support from the Grable Foundation, the Charm Bracelet Project awarded eight micro-grants to fund pilot projects in and around Pittsburgh's North Side. Two projects that have already been completed include an introductory kayak program for neighborhood kids and a cell phone-based scavenger hunt in and around various "charm" organizations on the North Side. Working with the City of Pittsburgh and PennDOT, the Charm Bracelet Project is now endeavoring to clean up and light some of the darkest parts of its community. "The underpasses on the North Side are dreadful," Jane says. "So we're making an art gallery out of it," Jane explains, with participating organizations sharing these sites for exhibit space.

In addition to the Charm Bracelet Project, the museum also provided the spark for YouthALIVE!, an afterschool program for

children who were breaking in to the museum because they could not enter without a supervising adult. This summer, the museum sponsored a program in concert with UNICEF in which teens ages 14-20 produced one-minute self-portrait films. "They were wonderful, fabulous," Jane remembers. "One kid made his film around the concept that the museum was his 'crib.' He felt that he had grown up at the museum – that it was his second home."

Whether it's forging unusual partnerships or helping kids express themselves, it all comes back to creativity. "You've got to try innovative things," Jane says. "Keep experimenting. If something doesn't work, it won't be the end of the world." But along with all of the creativity generated by the Children's Museum, Jane also emphasizes the practical considerations associated with its sustainability. The museum does its own business plans internally, and then has them reviewed by an outside consultant, enabling the management team to fully understand the financial implications of the operation. Jane also credits the foundation and philanthropic communities in Pittsburgh and a board with the energy and commitment to utilize those resources.

Jane sums it up: "Pittsburgh. You can really try things here. We could never have done what we are doing in any other place."





"You've got to try innovative things. Keep experimenting. If something doesn't work, it won't be the end of the world."

Jane Werner, Executive Director
Children's Museum of Pittsburgh

Children's Museum
of Pittsburgh

Location: North Side

Staff: 37 full-time, 100 part-time

Established: 1983

Excels in

Criterion 2: Planning

Criterion 4: Financial Management



Wesley Spectrum Services
Locations: 15 facilities across
Southwestern Pennsylvania
Staff: 720
People served annually: 3,300

Excels in
Criterion 1: Mission and
Operating Principles
Criterion 3: Accountability

“Our staff today is not afraid of change and risk. That’s the type of leadership you need in order to be successful.”

Doug Muetzel, CEO
Wesley Spectrum Services

WESLEY SPECTRUM SERVICES

Wesley Spectrum Services provides transformational support for children and families as they strive to become more independent, responsible, and caring members of the community – all while maintaining exceptional mission and operating principles and accountability.

Many children suffer from developmental, educational, and behavioral health issues. There are also times when children and adolescents are truant, angry, or emotionally distressed. And, sadly, when these issues are left untreated, parents often become stressed, families break down, and the community suffers.

Wesley Spectrum's response is to offer life-changing support in three key areas: providing education, mental health, and family services. Operating schools for children who are not successful in the public school system and who struggle with mental health obstacles, the organization also partners with school districts to improve the mental health services they provide. Wesley Spectrum also helps parents to form and strengthen positive relationships with their children and promotes family integrity and reunification through its family services, foster, and adoption programs.

What sets Wesley Spectrum apart, according to Don Elliott, COO, is "Kid-centered decision-making." He explains, "We fundamentally want to make the best decision for that child or family regardless of the cost."

The wide range of the organization's current services resulted from a 2005 merger of Wesley Institute and Spectrum Family Network. The merger dramatically increased back-office efficiency and improved access to services for children and families who otherwise would have confronted many obstacles in order to use the necessary range of services.

Wesley Spectrum's impact is evident in its many success stories. One boy, who had previously received mental health services from Wesley Spectrum, was struggling in school. He had poor attendance and was not going to graduate. During his senior year, he called Wesley Spectrum's staff and asked to return to the program. When he walked down the aisle at graduation, he was the first person in his family to receive a high school diploma.



"We want to be about social impact – the measurable, sustainable change to the community as a result of our services being delivered," Don says. Wesley Spectrum measures that impact through stakeholder surveys, which help the organization to determine trends and assess quality. An employee intranet also allows Wesley Spectrum to communicate with and survey staff.

The organization also relies heavily on its strategic plan to continue to improve its services. Prior to the merger, Wesley Spectrum implemented a strategic planning model that centered on three key activities: developing a practical vision; identifying and dealing with underlying contradictions, constraints, and barriers; and utilizing work groups to develop plans to overcome the barriers to achieving the organization's practical vision.

The plan involved motivating current staff and strategically recruiting new talent to develop a new culture that would aggressively advance Wesley Spectrum's mission. "Ultimately, we wanted a team of professionals that was

passionate about serving kids and families," explains Doug Muetzel, CEO. "Our staff today is not afraid of change and risk. That's the type of leadership you need in order to be successful."

One key to the success of Wesley Spectrum's long-range plan, Doug believes, was simply taking time away from day-to-day operations to contemplate mission and goals. "For smaller organizations that are fighting for survival, survival often trumps mission," he says. "You need to first assess how passionate and serious you are about advancing your mission." Doug also appreciates the time he took and insights he gleaned from a nonprofit executive education performance measurement program. He attended this program, hosted by Harvard University, courtesy of The Forbes Funds.

Doug's advice to other nonprofits? "Take the risk and hire people who can truly advance your mission. Stay razor-focused on mission – doing what is in the best interest of each child, adult, and family you are privileged to serve."

VALUE: CONSUMER CENTERED

Being consumer centered entails both an understanding of consumer's current needs and an ability to anticipate future ones. A consumer centered organization differentiates its services and communications based on different client segments.

Criterion 5

CONSTITUENT INPUT

A. Constituent Input: The organization has established methods to obtain constituent input or feedback on the quality and appropriateness of its programs and services.

How to meet this criterion:

Nonprofits serve a wide range of different kinds of people with unique characteristics, needs, and perspectives. In order to ensure that programs and services are meeting the needs of the target populations, it is vital to collect input directly from constituents. Input can be obtained through:

- Surveys. When an organization needs to quickly and easily get a large amount of information in a non-threatening way, the best method would be to use questionnaires or surveys. These can be anonymously completed, easily compared and analyzed, and administered to a large group of people.
- Interviews. If an organization wants to completely understand an individual's impressions or experiences, an interview may be best. This method results in a full range of information and develops relationships with clients.
- Observation. If an organization wants to gather accurate information about the operation of a program and its processes, the best method is observation, viewing program operations as they happen.
- Focus Groups. When an organization wants to investigate a topic in a great amount of detail, focus groups are best. This method allows for the quick and reliable collection of common impressions, is an efficient way to get a great amount of information in a short time, and can express key information about programs.
- Case Studies. If an organization wants to fully understand a client's experiences in a program and perform a comprehensive examination using the cross comparison of cases, case studies are recommended. They give the full picture of a client's experience in a program and are an effective way of portraying programs to the people outside of the organization.

Additional Resources:

www.managementhelp.org
<http://www.pano.org/standards/standards.php>
<http://www.austmus.gov.au/amarc/pdf/research/focusgps.pdf>
http://maine.gov/education/aded/dev/strategic_plan/focusgr.ttf



AIRPORT CORRIDOR TRANSPORTATION ASSOCIATION

The Airport Corridor Transportation Association is in touch with the transportation needs and habits of Southwestern Pennsylvanians. It is no surprise that the organization excels in constituent input, since one of its top priorities is, simply, to ask.

With a mission to find transportation options for workers and residents of the airport corridor, the Airport Corridor Transportation Association (ACTA) has a lot on its plate, especially for a staff of three. Normally, this process would involve planning by an engineering firm that specializes in transportation plans. But ACTA chose a different route, determining

experiences. During the summer, ACTA also sponsored an eight-week walk, during which ACTA supplied pedometers and a Web site where participants could track their walking patterns. A prize was offered for those who walked the most. Employees from most of the major employers in the area participated, including more than 100 from Bayer Corporation. Lynn

These focus groups provided the basis for a partnership with the Carnegie Museums of Pittsburgh. With a grant from PennDOT to investigate land use and transportation issues in suburban areas, ACTA organized a summer workshop for students interested in design and architecture and encouraged them to find transportation and design solutions that would



“We’ve tried not just to talk about mobility, but to get people moving; to experience what it is like to walk in this area and then tell us about their experience.”

Lynn Manion, Executive Director
Airport Corridor Transportation Association

Airport Corridor
Transportation Association

Area served: Greater Pittsburgh
Membership: More than 40 local
businesses and public entities
Established: 1990

**Excels in
Criterion 5:** Constituent Input

the needs of its constituents – including area teenagers – and designing the plan around those needs.

A primary goal of the organization is to improve employee commutes for its member businesses, which line the corridor from the Fort Pitt Tunnels to Beaver County, but it also strives to make a positive impact on the environment. Operating on a collaborative model, ACTA partners with PennDOT, the Southwestern Pennsylvania Commission, CareerLink, and local government officials to make getting around easier, faster, and greener.

ACTA’s transportation plan began with research, including surveys and focus groups that collected input from 400 people. From this data, ACTA identified eight major issues that needed to be addressed. But public involvement did not end there. After Mackin Engineering developed a master plan, ACTA held public meetings and a follow-up survey to test public reaction to the plan. Finally, the organization held a “walk challenge.”

ACTA asked people to come to the Robinson Township area, walk a mile (2,000 steps) on the trails and at retail areas, and complete surveys about their

Manion, Executive Director, explains, “We’ve tried not just to talk about mobility, but to get people moving; to experience what it is like to walk in this area and then tell us about their experience.”

The survey determined that many people who used public transportation had to walk a mile between the bus stop and work. In response, ACTA established a rush hour shuttle system that completes the last mile of that commute. The shuttle has been well received and highly utilized by local commuters.

As ACTA continued to analyze survey data and observe local transportation patterns in the Robinson Township shopping district, it became clear that more and more people were beginning to take the bus there to shop. Originally designed for automobile traffic, the area was not conducive to foot traffic. With few walkways, pedestrians were beginning to wear paths through grassy areas. Interviews with the management of the mall in the area revealed that it targeted teenagers and young adults. In keeping with ACTA’s commitment to obtaining input from constituents, the organization arranged with local high schools to conduct focus groups with students about their driving and walking habits.

appeal to them. Students did their own study of the Robinson Township shopping district by walking around and taking photographs, and then broke up into smaller groups to discuss specific mobility issues. Local engineers and architects provided technical expertise and the students visited the Carnegie Museum of Art to study architecture models and the historical development of Pittsburgh. After carefully investigating the shopping district, its mobility challenges, and architecture, participants were asked to develop solutions for the area. Several innovative ideas arose, including a “super bus stop” with online access to bus schedules. “We did a joint publication with the museum to tell about the design project,” Lynn says. “We’re pretty proud of that.”

Now ACTA is presented with the challenge of advocating for the projects identified in its master plan, encouraging and working with local municipalities to provide transportation solutions throughout the airport corridor. ACTA is confident about the success of the plan. After all, the plan is based on direct input from the very people who live, work, and shop in the area. It doesn’t get more direct than that.

THREE RIVERS YOUTH

In the course of a year, Three Rivers Youth serves up to 4,000 adolescents and their families through a variety of programs ranging from intensive care services to an emergency hotline. This effort is, without a doubt, impossible without strong and constant constituent input.

From its locations in Wilkinsburg and the North Side, Three Rivers Youth works to preserve and unite families, combat homelessness, enhance educational opportunities, and build life skills for at-risk youth. The organization's vision is far-reaching, but its day-to-day focus on education keeps Three Rivers Youth grounded.

"We believe that focus on educational outcomes provides the clearest route for families and

youth to overcome the challenges of transitioning to adulthood and enjoying a good quality of life," explains Peggy Harris, President and CEO.

Three Rivers Youth accomplishes its mission through a number of programs that serve homeless and runaway youth, as well as dependent youth and families in crisis referred by the child welfare system. The organization

operates a street outreach program, a drop-in center, transitional living services, and an emergency shelter. Throughout all agency programs, Three Rivers Youth's goal is to return children to their homes.

The organization provides 24-hour care for youth removed from their homes because of issues caused by poverty, neglect, inadequate housing, or physical abuse. In addition to



"Small changes give people some hope that there is a possibility of change - and that can go a long way."

Peggy Harris, President and CEO
Three Rivers Youth

working toward family reunification and teaching life skills, Three Rivers Youth focuses on kids' educational achievements, particularly because most clients have not been attending school. The organization also has a scholarship program to help its graduates attend college or post-secondary education.

Three Rivers Youth strategically engineers its success. "We define what success looks like by gathering information from our staff and our constituents," Peggy says. Through structured dialogue in focus groups, the organization engages in a feedback loop to determine how well it's doing, what it can learn from its experiences, and what it could do better. "We did one focus group with case workers and were surprised to learn that they were not aware of our full array of services," Peggy recalls. "We asked them about things such as our response time and learned there were some

things we could improve on. Then, we went back and improved on them."

Three Rivers Youth also gathers constituent input through site visits. Peggy recently made an unannounced visit to one of the organization's group homes and opened a dialogue with the boys living there. "The clients were eager to talk about all the things that we needed to do," she says. The boys were not promised that all their suggested changes would be implemented, but Peggy did promise that the organization would take them seriously.

"For change to occur, sometimes you have to start with the low-hanging fruit. Small changes give people some hope that there is a possibility of change – and that can go a long way," Peggy says. "If you hear seven boys say the same thing, you know it is something that you should be listening to."

Three Rivers Youth also relies on the recommendations of its staff for continuous quality improvement. The organization is currently working to establish a wise council comprised of seasoned staff to provide valuable perspectives on what works and what doesn't.

Peggy's advice to other nonprofits regarding constituent input is to develop an overall appreciation for what constituents have to say. "The next guideline is to embrace a doctrine of overall improvement and that the key to achieving improvement is listening," Peggy says. "Design an intentional program of speaking with clientele and listening, with the intention of using that input to design change."

And that is how Three Rivers Youth engineers success.



Three Rivers Youth
Locations: North Side
and Wilkinsburg
Youth served annually: 4,000
Established: 1880

Excels in
Criterion 5: Constituent Input

VALUE: VALUING EMPLOYEES AND PARTNERSHIPS

An organization's success depends on the diverse backgrounds, knowledge, skills, creativity, engagement, and commitment to the mission by its workforce and partners.

Criterion 6

HUMAN RESOURCE MANAGEMENT

- A. Roles and Responsibilities:** Each position within the organization is clearly defined in writing. Staff members understand their roles, responsibilities, and reporting structure.
- B. Performance Evaluation:** The organization has a structured annual review process that includes performance goals, compares staff performance to stated performance goals, and provides an opportunity to identify training and development needs.
- C. Training and Development:** When funding allows, staff members are able to pursue training and professional development opportunities that are in keeping with their role and their development needs.

How to meet this criterion:

A nonprofit's relationship with its employees and volunteers is critical to its ability to achieve its mission. Volunteers play a special role in the operations of a nonprofit, serving in governance, management, and service delivery roles. In order to effectively, efficiently, and legally manage its human resource function, volunteers as well as paid staff must be considered in the overall human resource management. In order to manage human resources effectively:

- Have a written personnel policy that is regularly evaluated and updated and is shared with board members and staff.
- Follow nondiscriminatory hiring practices.
- Use job descriptions that include qualifications, duties, reporting relationships, and key indicators.
- Have the board of directors conduct an annual review of the Executive Director in relationship to a previously determined set of expectations.
- Utilize a compensation plan and conduct a periodic review of salary ranges and benefits for the Executive Director and staff.
- Have a process for assessing and responding to ideas, suggestions, comments, and perceptions from all staff members.
- Provide professional development and training opportunities for employees.

Criterion 7

COLLABORATIONS AND PARTNERSHIPS

The organization is clear about the types of collaborations and partnerships that are essential to advance its mission. There is an organized process to develop and monitor those relationships.

How to meet this criterion:

Collaboration with other agencies and organizations is an effective way to maximize community impact while ensuring the effective and efficient use of resources by eliminating duplication. Collaboration is also a means to create synergies between and among agencies who provide complementary programs and services that, when working together, can achieve greater outcomes in the community. When an organization is planning on collaborating or partnering with another organization, an integration plan should be created that includes:

- Desired outcomes.
- Activities that will help to achieve the goals of the partnership.
- People and individual teams assigned to ensure completion of each activity.
- Start date and goal date.

Several factors influence the collaborative process and can help to identify the strengths and weaknesses of a collaborative effort. These factors include:

- Having open and clear communication.
- Conducting a needs assessment to establish the goals.
- Measuring goal achievement.
- Changing policies, laws, and regulations to allow for effective operation.
- Having a history of working cooperatively and solving problems.
- Facilitating team-building and taking advantage of individual, group, and organizational strengths and diversity.

Additional Resources:

www.managementhelp.org
www.lapiana.org
www.joe.org

Human Resource Resources

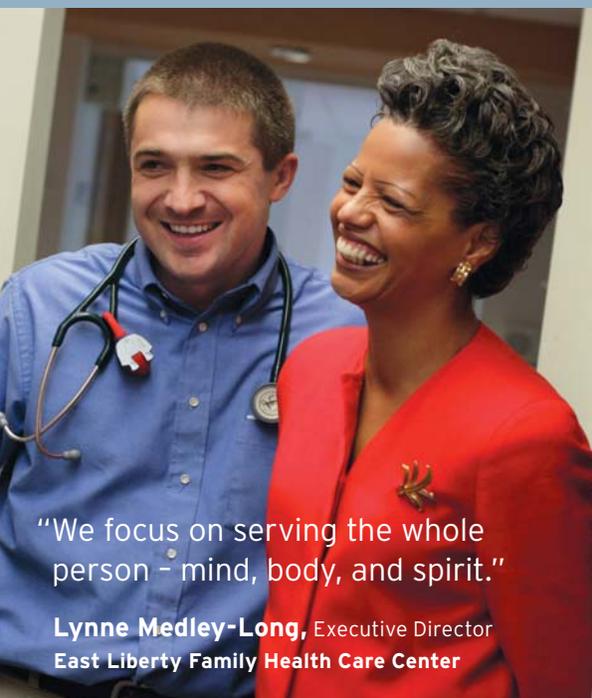
<http://www.opm.gov/perform/WPPDF/2002/HANDBOOK.PDF>
<http://www.nsba.org/sbot/toolkit/tcp.html>
<http://www.hrmguide.com/>
<http://www.pano.org/standards/standards.php>

Collaboration Resources

www.ebxml.org/presentations/bc-abetterway2.ppt
<http://epic.cuir.uwm.edu/NONPROFIT/collaboration.pdf>

EAST LIBERTY FAMILY HEALTH CARE CENTER

Sound human resource management is at the core of the East Liberty Family Health Care Center. Its 75 staff members seek to provide, as their slogan states, “The best healthcare anyone can get – and anyone can get it.”



“We focus on serving the whole person – mind, body, and spirit.”

Lynne Medley-Long, Executive Director
East Liberty Family Health Care Center



East Liberty Family Health Care Center

Area served: East Liberty and Lincoln-Lemington
Clients served annually: More than 8,000
Established: 1982

Excels in
Criterion 6: Human Resource Management

With a particular focus on the poor, East Liberty Family Health Care Center (ELFHCC) provides primary medical care to more than 8,000 patients each year at its East Liberty and Lincoln-Lemington offices. The organization operates an additional healthcare site for the homeless and a drug and alcohol outreach program at a local church. Additionally, through a controlled affiliate, ELFHCC provides housing for single parents in the Lincoln-Lemington area.

“We focus on serving the whole person – mind, body, and spirit,” says Lynne Medley-Long, Executive Director.

So it is not surprising that, in an environment of shared core values, the organization excels in the area of human resources management. Each position has clearly defined roles and responsibilities, which are posted alongside employee policies and standards and an organizational chart on ELFHCC’s Web site.

ELFHCC uses a performance evaluation system involving both objective and subjective components on which staff and their supervisors evaluate

each other. Each individual’s job description has quantifiable objectives, and the performance process assesses his or her accomplishment of those objectives. The performance dialogue also involves a discussion of the organization’s six core values and how effectively each staff member is contributing to a supportive and caring community.

The organization stimulates professional development by encouraging participation in conferences and offering time off for this involvement. In addition, an educational loan program helps staff advance their education and careers. From a bookkeeper who is studying for a CPA license to a medical assistant who is earning certification as a registered nurse, ELFHCC’s employees use the program to grow professionally and to move into areas of increased responsibility.

Associate Executive Director David Brewton speaks to the organization’s high level of staff dedication. “We’re here out of a spirit of commitment.” An integral component of ELFHCC’s human resources program is regular staff retreats, in which employees

join together for anything from worship, singing, and prayer to strategic planning and discussions of how to talk about spiritual matters in a sensitive manner.

Although the organization is faith-based, it is far from monolithic. “We have liberals and conservatives, black and white, Presbyterians and Pentecostals,” David says. But while employees may not agree on politics or religion, ELFHCC is serious about hiring employees whose personal core values align with those of the organization. ELFHCC’s extensive recruitment process includes multiple interviews and involves the staff in a mix-and-mingle event before a candidate is hired. Lynne explains, “If you have a good recruiting process, the rest is downhill from an HR perspective.”

The organization’s work in a collaborative effort centered on patient self-management of chronic diseases has been recognized in the *Harvard Review* and will also be included in an upcoming book. And it’s all because of the way ELFHCC’s staff works together to provide high-quality patient care. “We don’t focus so much on ourselves here, but on others,” David says. “It produces something pretty unique.”

RIVERLIFE

The story of Riverlife began with a vision to revitalize 13 miles of riverfront property in Pittsburgh. Today, Riverlife's healthy collaborations and partnerships are creating space for recreation and restoring natural beauty along Pittsburgh's rivers.

Riverlife began as a taskforce appointed by Pittsburgh's then-mayor, Robert Murphy, in 1999 to develop a plan for recreational and commercial use that preserved the aesthetic value of the Allegheny and Monongahela Rivers. As with many task forces, the expectation was that its mission would be fulfilled in 18 months and that it would be disbanded. Instead, a sustainable nonprofit organization arose in 2000 to implement the plan that the taskforce had developed.

The plan for the riverfront evolved from information gathered from extensive public involvement. Over 100 public meetings were held, generating input from thousands

of Pittsburghers. This input was utilized by an internationally recognized German firm to develop a master plan for 13 miles of riverfront property.

This vision for Pittsburgh's rivers continues to be refined by Lisa Shroder – who became the Executive Director of Riverlife in January of 2000 – along with her seven-person staff, Riverlife's board of directors, and its executive committee. According to Lisa, the staff “does the work of 14 people,” with expertise in planning, strategic thinking, and locating resources to support the agency's projects. The board meets quarterly and is heavily involved in facilitating the private/public partnerships that are essential

to Riverlife's success. An executive committee, which includes County Executive Dan Onorato and Pittsburgh Mayor Luke Ravenstahl, meets monthly and provides the support necessary to expand Riverlife's strategic vision and to identify the resources necessary to convert that vision into reality.

Riverlife excels in creating collaborative efforts and brokering partnerships between the public and private sectors. Lisa explained that this skill in facilitating collaboration and partnerships was developed out of necessity. With a declining population and a history of financial distress, Pittsburgh did not have the public funding to fully support a project of Riverlife's scope.

“The use and excitement about the rivers is growing exponentially. We are bringing natural resources into the urban fabric.”

Lisa Shroder, Executive Director
Riverlife

So the agency turned to the foundation and corporate communities.

Lisa traces the model for this collaborative approach to Pittsburgh's first renaissance, orchestrated by former mayor David Lawrence, which became a national model for private/public partnerships – or “uneasy alliances,” as Lisa calls them. “Tending to uneasy alliances is one of the primary roles of my staff and board,” she says.

“At first our approach was totally opportunistic,” Lisa explains. “We identified where there was initial interest in the plan.” The very first projects undertaken were the North Shore Park (opened in 2001) and the revitalization of Point State Park. Since those first pieces were put into place, over \$3 billion has been invested in the projects initiated by Riverlife. The size of the investment attests to Riverlife's success in engaging all of the community's sectors – public, private, and social.

Within the past two years, Lisa is most proud of two projects. One, in which Riverlife's involvement is not widely known, is the Route 28 rehabilitation. PennDOT's original plan involved construction of walls that would have obstructed the view of the river and blemished

the perspective from the river. Riverlife intervened with an alternative plan that realigned the roadway and resolved the scenic issues. In the process, Riverlife saved PennDOT \$30 million.

Another recent project is the pedestrian design for the West End Bridge. Riverlife sponsored an international competition, and over 100 firms responded. A firm from San Francisco was awarded the project for a design that Lisa described as “both simple and beautiful.”

Lisa believes that one of Riverlife's most innovative projects will be the future renovation of the Monongahela Wharf to correct its issues with frequent flooding. Riverlife raised the capital funds for the project and the city will maintain it when finished – another successful collaborative effort.

“The use and excitement about the rivers is growing exponentially,” Lisa says. “We are bringing natural resources into the urban fabric.”

Lisa attributes Riverlife's success to three factors. First, she and her team inherited an excellent master plan, grounded in extensive public input and crafted by a highly experienced planning and design team. Second, she is privileged to have

a highly capable staff and board composed of citizen leaders who, as she puts it, “know how to make change happen.” Lisa's own life experiences provide additional insights, as her father was the CEO of the organization that created Baltimore's Inner Harbor.

Her advice to other nonprofits that wish to form collaborative relationships with private sector partners is to start conversations. “Listen to and understand the goals of a private sector partner,” Lisa says. “Find the synergy between your goals and theirs. It requires a combination of energy and bravery.”

Riverlife's development has been much like that of a patchwork quilt. At first, there are only a few patches and how they all fit together may be unclear. But as it comes together, the pattern emerges and finally, the quilt becomes a work of art. “We moved from being opportunistic to being systematic,” Lisa explains. “We have established goals for every section.” The plan Riverlife began with is now mature and the projects it has completed have brought together not only the public and private sectors, but also the city's residents and visitors as they enjoy some of Pittsburgh's most valuable resources – its rivers.



Riverlife

Location: Pittsburgh's riverfront communities

Staff: 8

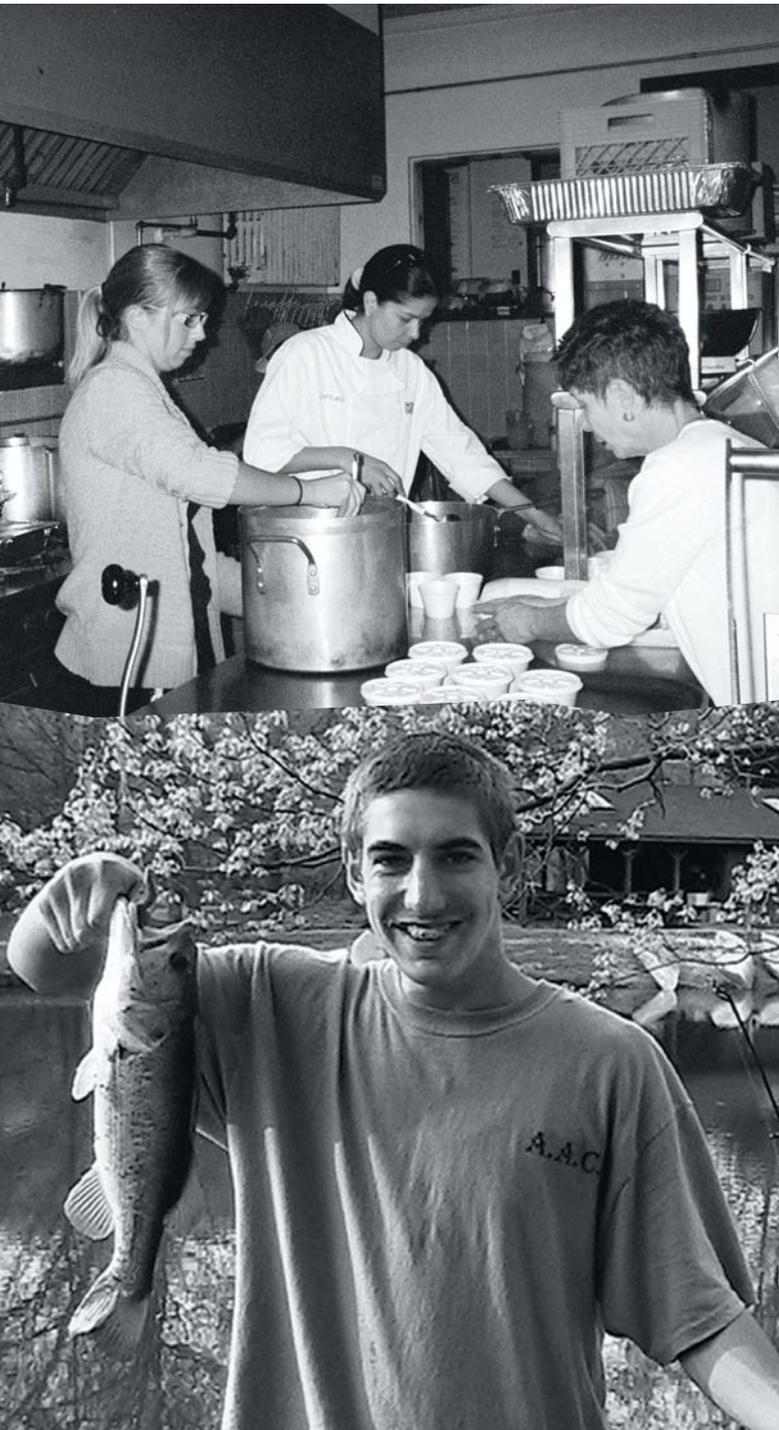
Established: 1999

Excels in

Criterion 7: Collaborations and Partnerships

VALUE: RESULTS DRIVEN

A high-performing organization is clear about where it is headed and how it will know when it gets there. It exhibits outcomes-oriented planning, results-oriented staff and board members, and actionable work plans that realistically lead the organization to accomplish its goals.



Criterion 8

OUTCOMES EVALUATION

A comprehensive agency evaluation of program and service results and community impact is conducted at least every three years.

How to meet this criterion:

A nonprofit organization should have a defined, cost-effective procedure in place to evaluate the impact of its programs and services in relation to its mission. Candid evaluations should be used to strengthen the effectiveness of the organization and to make programmatic changes. A good program evaluation goes beyond monitoring; it weighs information about the needs, activities, resources spent, and the outcomes.

Outcomes are the actual impacts, benefits, and changes for participants during or after a program. These impacts, benefits, and changes are usually expressed in knowledge and skills, behaviors, or values, conditions, and status. Before a program even takes place, short-term, intermediate, and long-term outcomes must be selected. An outcome target is the number or percent of participants that you want to achieve the outcome. Indicators observe and measure the progress being made toward outcome targets. Such indicators must be selected after identifying the outcomes of the program. At least one indicator should be chosen for each outcome. To complete an outcomes evaluation, the data collected during the program must be analyzed and results should be reported.

The Urban Institute has identified the following steps as the keys to implementing outcome management:

1. Select the programs to include.
2. Determine who will be involved in developing the process and how.
3. Establish an overall schedule.
4. Identify the program's mission, objectives, and clients.
5. Identify the outcomes (results) sought by the program.
6. Select specific indicators to measure the outcomes.
7. Select data sources and data collection procedures for each indicator.
8. Identify key client and service characteristics to be linked to outcome information.
9. Pilot (test) the procedures, make needed modifications, and implement.
10. Examine the outcome data.
11. Report the findings.
12. Seek explanations for unusual or unexpected findings.
13. Use the outcome information to improve services.

Additional Resources:

www.managementhelp.org
www.urban.org

Outcomes Measurement Resources

<http://www.cfbest.org/outcomemeasurements/tentipsfordeveloping.htm>
<http://www.pano.org/standards/standards.php>

CATHOLIC CHARITIES

Catholic Charities' vision is to help its clients achieve independence and true self-sufficiency. Even the partial achievement of such an ambitious vision requires an effective system for defining desired outcomes and measuring success. Catholic Charities excels in outcomes evaluation.



“We serve people at the time of their greatest need.”

Susan Rauscher,
Executive Director
Catholic Charities

Catholic Charities

Areas served: Allegheny, Beaver, Butler, Greene, Lawrence, and Washington counties

Staff: 174

Established: 1910

Excels in Criterion 8: Outcomes Evaluation

The organization functions as a primary social service provider for the Diocese of Pittsburgh. “We serve people at the time of their greatest need,” asserts Susan Rauscher, Executive Director. Catholic Charities’ programs include social outreach, refugee services, adoption, foster care, counseling, healthcare, and services for the elderly. In November of 2007, the organization opened a new healthcare center for uninsured people who do not qualify for government assistance, serving an estimated 4,000 to 5,000 people in its first year.

As the organization prepares to celebrate its 100th anniversary in 2010, its strategic planning process has brought about a new level of excitement. Catholic Charities began the process by evaluating the needs of the communities it serves and the programs other agencies were already providing. “One key component is collaborations with other agencies, in order not to duplicate services,” Susan says. “We need to pay attention

to all those funds people are providing us and make effective and efficient use of them.”

Understanding that supporters of Catholic Charities share its concern for each individual served, the organization is committed to remaining steadfast in its use of outcomes-based measurements. Catholic Charities uses a three-fold process to evaluate its impact, measuring the impact on individuals, inviting feedback from staff, and measuring the social impact within the community.

To measure client impact, Catholic Charities relies heavily on individual surveys, one at the beginning of the client’s treatment or service, one midway through the process, and another when the client no longer requires services. Susan describes the process: “Our staff assists clients in setting up goals for themselves, so a key part of the survey is to determine where they are with their goals, and if they are better equipped than they were before they came to us for help.”

Benchmarking also plays a strong role, helping the organization to monitor service area trends and continually raise its standards. Sources for benchmarking information are available in certain fields such as therapy, adoption, and foster care. But in other areas where there are no published standards, Catholic Charities has had to develop its own benchmarks and measure itself against data from the previous year. “An organization needs to take time to use the benchmarks across the board and to train its staff to interpret the data. If you translate the data, it really tells you what you need to do,” Susan says.

This systematic and ongoing evaluation procedure enables Catholic Charities to determine if problems or incidents could be prevented, and the organization implements the evaluation process on a quarterly basis. But ultimately, Susan emphasizes, “The way we look at outcomes is not how many patients we saw but how we walked someone from an area of need to a place where the needs have been answered.”

FAMILY RESOURCES

At Family Resources, preventing and treating child abuse doesn't just involve the affected families. It's about the whole community. Family Resources demonstrates this with exceptional outcomes evaluation.

Family Resources does not simply treat the effects of child abuse; it spends two thirds of its \$9 million annual budget on programs to prevent child abuse. The organization traces its origins to 1875, when a predecessor agency was established to provide a broad array of services to impoverished families in Pittsburgh.

Family Resources now employs over 200 individuals and engages many additional volunteers in a variety of services that range from traditional outpatient treatment programs to community-based programs and in-home services. Half the agency's staff members live in the communities they serve and many are former consumers of the agency's services.

The organization sponsors afterschool and summer programs in 19 public housing communities – some of the poorest and most violent neighborhoods in the region – for children ages 5-16. In a safe, supervised setting, these programs offer academic support, recreational activities, and attention

to the children's physical and emotional health needs.

Child abuse prevention programs at Family Resources include parent education classes, parent support groups, home visits, and the Parenting WARMLINE, a volunteer-staffed telephone service for parents and caregivers with non-medical questions about child-rearing. When parents call the WARMLINE, Family Resources staff not only answer their questions, but they may also provide a home visit or connect them with a program to resolve the conflict.

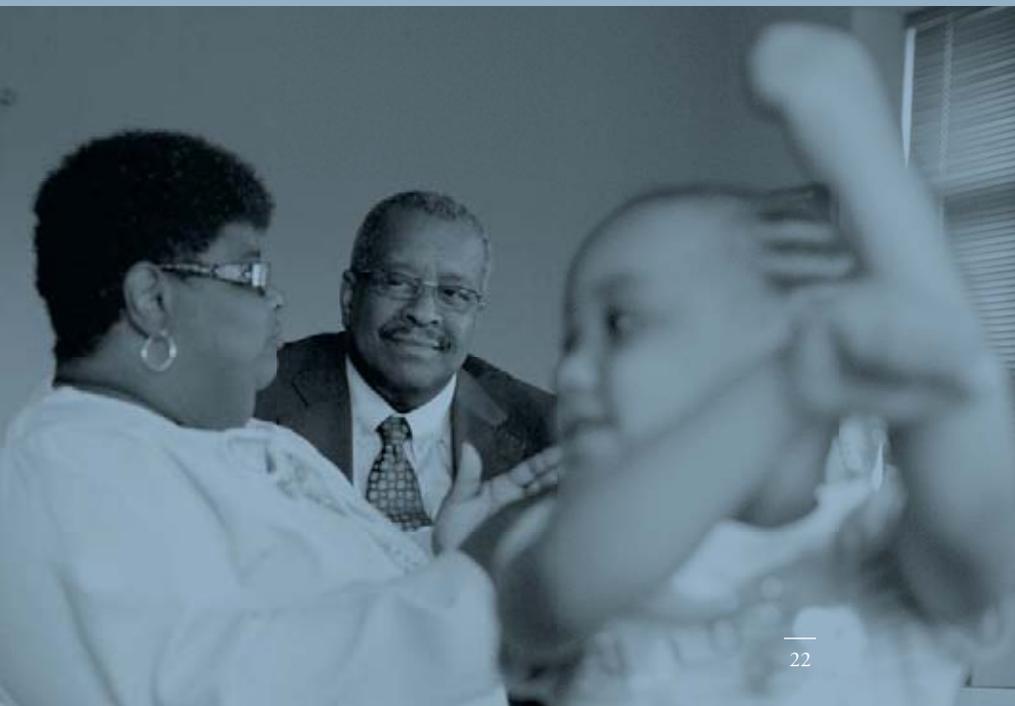
"What we are most proud of is how comprehensive our services are," says Walter Smith, Executive Director. "They address the full continuum of needs, and they prevent crises."

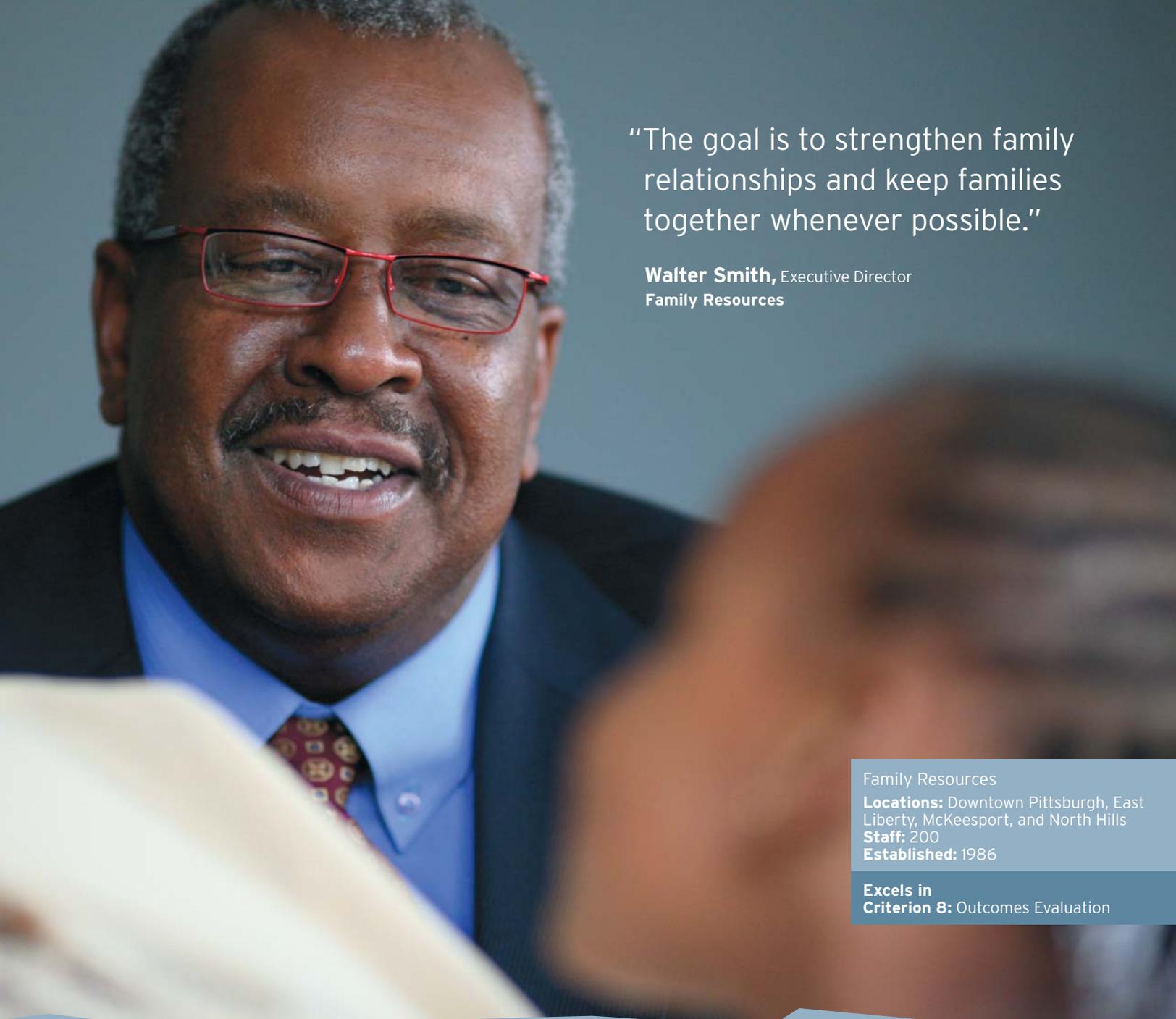
Family Resources is in the process of launching an "End Child Abuse" campaign. "The campaign is designed to make yelling at or hitting a child as unacceptable as smoking in a public place," explains Andi

Fischhoff, Director of Development. "Most of us have been in a situation where we have seen a frustrated parent screaming at a child, or even hitting the child, but we have not known what to do. We wish we hadn't seen it, but were afraid that intervening might make it worse." To get the word out, Family Resources has partnered with Family Communications, producers of Mister Rogers' Neighborhood, to develop educational materials. Giant Eagle and the Pittsburgh Zoo & PPG Aquarium have also stepped up to train their employees about how to intervene in an abusive situation. "Our goal is to train employees of restaurant chains, hospitals, amusement parks, and other places where child maltreatment sometimes occurs," Andi explains.

One example of Family Resources treatment services is the story of a woman who had recently adopted a child and called the Parenting WARMLINE for help. The 2-year-old had been severely abused by his grandmother and sexually abused by the grandmother's male friend. The child was exhibiting worrisome behavior, including aggression toward other children in the family, and the adoptive mother did not know how to deal with the situation. He was also showing signs of developmental delay. The boy was referred to Family Resources' therapeutic preschool program – the only one in the region – for children who have experienced physical or sexual abuse or severe neglect. After attending for two years, he is now in elementary school and functioning normally for his grade level.

Family Resources uses evidence-based programs, including the Nurturing Course, a parent education curriculum that has been cited by the federal Office of Juvenile Justice and Delinquency Prevention as a model program for preventing family violence. "Many of the parents who come





“The goal is to strengthen family relationships and keep families together whenever possible.”

Walter Smith, Executive Director
Family Resources

Family Resources

Locations: Downtown Pittsburgh, East Liberty, McKeesport, and North Hills

Staff: 200

Established: 1986

Excels in
Criterion 8: Outcomes Evaluation

to us were mandated to do so by a judge,” Walter says. “The goal is to strengthen family relationships and keep families together whenever possible,” adding that of the approximately 2,600 families that participated in the Nurturing Course last year, fewer than five percent had their children taken away.

The organization also operates a Parent-Teen Conflict Program for families in crisis. Andi explains, “We work with families in their homes, engaging all the members of the family, teaching communication skills, and doing ‘kitchen table therapy’ to help manage the conflict so that children and teens do not have to be placed in the child welfare

system.” Again, fewer than five percent of the approximately 200 families that entered the program last year had their children removed from their home.

Because the organization believes that all parents can benefit from support and education, Family Resources also provides a wealth of resources to help parents make healthy choices for their kids. Working with approximately 1,300 families last year through parent education, support groups, and home visits, all of the families were linked with primary healthcare providers and all the infants were immunized on schedule.

Family Resources attributes these positive outcomes to its proven treatment and

therapeutic models and its stable, experienced staff – many of whom have served the organization for 20 years or more. Family Resources’ success is also a direct result of constituent input. In 2000, the organization surveyed parents and redesigned programs around parents’ needs through an internal visioning process. “We started with our mission and developed very specific outcomes for our services based on that mission,” Walter explains. “We translated our mission into global outcomes that we would want for all of our families.” With those outcomes in mind, Family Resources has been helping families to overcome child abuse and family conflict ever since.

VALUE: MANAGEMENT BY FACT

Organizations depend on the measurement and analysis of information. Data should be collected, analyzed, reported, and turned into information that supports evaluation, decision-making, and continuous improvement. This includes using data and cause-and-effect relationships to determine trends and aid in management decisions.

Criterion 9

SERVICE STRUCTURE

- A. Program Relevance:** Each program area supports the mission of the organization.
- B. Program Rationale:** The focus of each program area is clearly defined and based on fundamental reasons for why the organization does what it does. Staff and external constituents understand the design and focus of programs.
- C. Evidence-Based:** The organization's program model is derived from best practices and current research.
- D. Outcome Measures:** The organization is clear about the impact it hopes to achieve and has identified ways to measure and monitor progress.

How to meet this criterion:

Nonprofit organizations have an obligation to ensure that programs are effective and meet the mission of the organization. Characteristics of successful program planning include:

- Program is closely aligned with the mission of the organization.
- Program planning and strategic planning are closely aligned.
- Program planning is conducted as a team and must involve staff, board members, and potential clients.
- The goal is not a "perfect" program plan.

In order to measure the success of programs, they should be evaluated on a regular basis. The advantages of program evaluation include:

- Understanding, verifying, or increasing the impact of products or services on the organization, customers, and/or clients.
- Improving delivery of program services, which saves in costs and time.
- Ensuring that the organization is doing what it thinks it is doing.
- Producing data or verifying results that can be used for public relations and promoting services in the community.

There are three major types of program evaluation:

- **Goals-Based Evaluation:** Evaluates the degree to which programs are meeting predetermined goals.
- **Process-Based Evaluation:** Evaluates how programs produce the results that they do.
- **Outcomes-Based Evaluation:** Evaluates whether the organization is utilizing the correct programs to bring about the desired outcomes.

Criterion 10

EXTERNAL TRENDS

- A. Data Driven:** The organization uses data to evaluate the needs of its service population.
- B. Current and Relevant:** Needs assessments are frequently updated and used to adjust programs and services.

How to meet this criterion:

For nonprofits to be effective in their mission, they must continually scan the environment and collect information to understand external trends and factors that influence program design and delivery, as well as the overall relevance and sustainability of the organization. In order to collect data and turn it into useful information, an organization must choose the research method it is going to utilize, then identify a process for assimilating the data in order to turn it into useful information for decision-making. The following questions should be asked when selecting a research method:

- What data are needed to make current decisions about a product, service, or program?
- How much of these data can be collected and analyzed in a low-cost manner (questionnaires, surveys, checklists) and is training required?
- How accurate will the data be?
- Can all of the needed data be collected using these methods?
- Will decision-makers view the data as credible?
- How can the data be analyzed?

A needs assessment is used to identify and prioritize community needs. When designing a needs assessment, an organization should:

- Determine the assessment's purpose and objectives.
- Identify available resources.
- Understand and agree to the roles and responsibilities.
- Determine the methodology for gathering and analyzing data, appropriately engaging stakeholders in the process.
- Develop a timeline and work plan.

Additional Resources:

www.managementhelp.org
www.aed.org

Outcome Management Resources

<http://www.urban.org/publications/310776.html>
<http://www.ccfbest.org/outcomemeasurements/tentipsfordeveloping.htm>

Needs Assessment Resources

<http://coach.aed.org/pubs/factsheets/NeedsAssessment.pdf>
<http://www.extension.iastate.edu/communities/tools/assess/>

HUMAN SERVICES CENTER CORPORATION

The Human Services Center Corporation functions as a one-stop center for human services, addressing the needs of 37 communities across the Monongahela Valley. Critical to this mission is a strong understanding of external trends.

With an annual budget of less than \$1 million, the Human Services Center Corporation (HSCC) coordinates numerous initiatives, including the Mon Valley Providers Council, the HSCC's largest and longest-running program with 80 member organizations. It also houses the McKeesport Collaborative, a group of agencies that help women and children affected by substance abuse, as well as the Youth LIFE, KOOL, and Emerging Leaders youth programs.

"We are providing a continuum of service that is unparalleled in this region – from a daycare center to an alternative high school to a counseling center – all in one place," says Dave Coplan, Executive Director.

To be a physical center for these services requires a substantial facility. In 2007, the HSCC raised nearly \$1 million to purchase and renovate an adjacent building and improve its existing building. These facility upgrades dramatically enhanced the HSCC's services, increasing the capacity of its youth programs by 40 and enabling The Pantry Network of Eastern Suburbs, an all-volunteer tenant, to provide more food to its 200 monthly clients.

The HSCC has been able to accomplish this and much more during a period of hard economic times that have adversely affected much of the nonprofit sector. In just three years, the Emerging Leaders workforce development program has grown from 12 to 40 youth. The HSCC also recently mobilized 400 people to build a \$60,000 state-of-the-art playground, all in one cold, snowy day. "It was most refreshing and so rewarding to see the reach that our organization had in the community," Dave says.

The agency is being recognized for its strength in the area of needs assessment. Combining empirical data with direct consumer feedback has been a strength since the agency's inception 26 years ago. From the moment consumers enter the HSCC's programs, intake staff works with them to understand their specific needs and assist in

selecting the appropriate services. Once an initial plan is created for the individual, agencies and community partners communicate with each other to make sure that the individual is receiving the proper mix of services without duplication. When the HSCC identifies service gaps that cannot be filled through its existing programs, it reaches out to other agencies that provide the required services for its clients. This collaborative approach helps to fill the service gaps as quickly as possible by relying on resources already available in the community.

The HSCC advises other agencies to consider all of the available resources to overcome financial and staffing limitations. "Think outside of the box," suggests Alicia Andrews, Associate Director, citing groups like AmeriCorps members, mature workers, student interns, the Urban League, and welfare-to-work programs, whose participants supplement the HSCC's staff. "These groups help us perform needs assessments, whether they are actually developing the tool or providing staff support by making photocopies. They can have a significantly positive impact on your work and outcomes."



"We are providing a continuum of service that is unparalleled in this region – from a daycare center to an alternative high school to a counseling center – all in one place."

Dave Coplan, Executive Director
Human Services Center Corporation

Human Services
Center Corporation

Area served:
Monongahela Valley
People served daily: 750
Established: 1982

Excels in
Criterion 10: External Trends

BETHLEHEM HAVEN

Eliminating homelessness is Bethlehem Haven's vision. The organization's progress toward that goal is fueled by maintaining a comprehensive service structure and by being true to its values – hospitality, compassion, integrity, and empowerment.

Bethlehem Haven is well-known as the only walk-in women's shelter in the region that takes women off the street any day of the year. But shelter does not address all the causes of homelessness. In order to fulfill its mission of "providing a continuum of care to homeless women that leads to self-dependency," Bethlehem Haven operates a number of collaborative programs that help keep women off the street for good.

The agency's most recent program addition is SOAR, a long-term housing solution for mentally ill women in Allegheny County. "This project enables us to move beyond a temporary fix to actually treating the homeless over a sustained period of time," explains Lois Mufuka Martin, Executive Director. A recent merger with Miryam's, another local organization, added 30 beds for transitional housing, a day shelter, and an aftercare program to Bethlehem Haven's continuum of services. Through its 902 Clinic, the organization also cooperates with a homeless outreach program, Operation Safety Net, to identify homeless women who are in need of shelter. When these women access Bethlehem Haven's residential programs, they can also receive healthcare, mental health services, and recovery services.

This end-to-end program model evolved from the board and staff's passion for helping women. "We realized we were seeing the same women over and over again," Lois explains. "They couldn't get a job or a place to live. We listened to them, and what we heard was 'we need a place to stay. We can't get our life together when we have someone pushing drugs on us on one corner and we're trying to find a place to sleep on the next corner.'" Bethlehem Haven defined the services it needed to provide in order to begin reducing homelessness and formed strategic partnerships to provide those services – long-term, residential facilities offering consistent medical and mental health treatment, job training and employment services, and follow-up support.

The needs of the homeless are constantly changing. "We are seeing the adult children of parents who became drug-addicted in the 1980s, and they have a whole host of issues stemming from a lifetime of abuse and neglect that we didn't see 10 years ago," explains Caroline Woodward, Director of Development and PR. Women with mental health disorders are often homeless as a result of

deinstitutionalization or because their families can no longer care for them – underscoring the need for the organization to remain flexible and responsive to the changing needs of its clients.

One such innovation is the formation of an alumni group that talks to current clients about the challenges they faced on the path to self-dependency. "By using successful clients, we expand the voice of the organization," Caroline explains. "You know that you've done what you are supposed to when you can step back and let your clients live on their own."

Caroline tells of one client who was identified by a street outreach program as a woman in need of shelter and other services. A refugee from the Congo, Claudine had lost custody of her 12-year-old daughter. Claudine came to Bethlehem Haven's shelter and then was referred to another provider to be treated for severe mental health issues. When that provider was unsuccessful, Bethlehem Haven brought Claudine into its SOAR residential program. "We were able to get her on medication and assure that she continued to take it," Caroline remembers. "Most importantly, we were able to get her to realize that she had an illness. That was only possible with the 24-hour support of the residential SOAR program." With the help of the staff, Claudine was able to negotiate with the court system to have her daughter placed with another Congolese family. Claudine now works full-time and regularly visits her daughter. "The street outreach, 902 Clinic, permanent housing, and employment programs all worked together to produce this success story," Caroline says.

To other nonprofits striving for excellence in their program models, Lois suggests, "Revisit your values and make sure everyone lives those values every day at every level of the organization." But perhaps even more important, Lois says, is staying attuned to the needs of constituents through staff input. "Involve every level of the organization in decision-making," she says. "It's easy for people in management to make decisions, but it is truly valuable to meet routinely and understand those you serve."



“We realized we were seeing the same women over and over again. They couldn’t get a job or a place to live. We listened to them, and what we heard was ‘we need a place to stay.’”

Lois Mufuka Martin, Executive Director
Bethlehem Haven



Bethlehem Haven

Location: Uptown Pittsburgh
Emergency shelter capacity:
28 women
Established: 1983

Excels in
Criterion 9: Service Structure

VALUE: QUALITY AND CONSISTENCY OF SERVICES

An organization should be consistent about how it operates or provides services so that boards and staff have confidence that there are documented procedures to follow and the ability to monitor and improve practices. Organizations should continually improve their processes to assure greater consistency and quality in organizational practices as they adapt to the challenges and changes inherent in the nonprofit sector.

Criterion 11

COMMUNICATIONS

- A. Communication Plan:** A communication plan has been established to define how the organization should communicate to reinforce mission, programs, strategic direction, and performance against goals. The communication plan should be appropriate to the mission, scale, and complexity of the organization.
- B. Internal Communications:** Internal communication is frequent and open. Multiple communication mediums are used to reinforce messages.
- C. External Communications:** The organization regularly communicates with all identified external constituent groups. External communication efforts are frequent, clear, consistent, and well thought-out. Multiple communication mediums are used to reinforce messages.

How to meet this criterion:

Charitable nonprofits operate in order to meet the public good with public support. It is vital for nonprofit organizations to provide the public with information about mission, program activities, outcomes, and finances. Nonprofits should also be responsive to members of the public who express interest in the affairs of the organization. When developing internal or external communications activities, establishing a communication plan is essential.

Internal communications are extremely important to the efficiency of an organization. In order for internal communications to be effective:

- Management must understand and fully support the idea that high degrees of communication are critical to the success of the organization.
- Effective skills in communications, including basic skills in listening, speaking, questioning, and sharing feedback, are essential.
- Sound meeting management skills are crucial.
- Each person must take responsibility for speaking up when he or she does not understand a communication or suggesting when and how someone could more effectively communicate.
- Communication between supervisors and employees must be effective.

Effective external communications depend on designing and implementing a well-designed public relations plan. The purpose of this plan is to explain the organization and its products to the public. It should include an

explanation of what the organization wants to communicate to whom, how it plans to communicate it, responsibilities and dates for various activities, and the budget for these activities. It is also useful to set up a calendar that specifies what media methods are used and when.

Criterion 12

WORK SYSTEMS

Organizational policies and procedures (for example, governance, insurance, physical space, human resources, financial performance, and service delivery) are in writing, updated regularly in accordance with appropriate law and service adjustments, understood, and consistently applied to board, staff, and volunteers.

How to meet this criterion:

In order to ensure that a nonprofit is achieving its mission and programmatic goals, each organization should have policies and procedures in place that guide the operations of the business. While separate departments should have policies related to their specific functional roles, it is extremely important to recognize that each is an integrated piece of the organization as a whole. An organization may have departments that operate very well on their own, but do not integrate well together. In these cases, the system is not working as effectively as it could. Managers must not only recognize the different parts of the organization, but also the interrelations of these parts and how they relate to the overall governance of the organization.

Organizational policies and procedures are central to any work system. Reasons for this include:

- Establishing organizational direction and purpose.
- Promoting motivation and satisfaction.
- Encouraging productive and creative thinking.
- Putting the total job into perspective by breaking it down into its basic parts.

Additional Resources:

www.managementhelp.org

Communication Planning Resources

<http://www.nsba.org/sbot/toolkit/tcp.html>

Policy & Procedure Resources

<http://www.stc.org/confproceed/2002/PDFs/STC49-00089.pdf>

<http://www.pano.org/standards/standards.php>

WOMANSPLACE

With a vision to end domestic violence, Womansplace counts on exceptionally viable work systems to increase the safety of victims and empower them to begin again.

Womansplace attributes its success to two factors: a team-oriented staff and an ability to think outside the box of traditional funding streams. “Our counselors and staff recognize the impact of the direct services they provide can be the difference between life and death for victims whose lives have been shattered by domestic violence,” says Laurie MacDonald, Executive Director. “However, in these tough economic times for nonprofits, it is imperative to survival that we develop partnerships and coalitions to build programming and financial strength.”

Womansplace is proud of the financial strength and sustainability it has achieved. In 2002, the organization was nearly bankrupt and many key staff members had left. The board hired Laurie as a consultant, and together, they worked to rebuild the agency, recruiting new board members, reviewing organizational bylaws and policies, and developing new donors. Three months later, Laurie was appointed Executive Director. Since that time, Womansplace has grown from a struggling organization with an annual budget of \$400,000 to a full-service domestic violence agency with a budget of \$1.2 million.

The organization has now grown and partnered with other service agencies to provide a full continuum of care to its clients. In cooperation with the YWCA, Womansplace now offers a two-year transitional housing program for victims in the Monongahela Valley, giving them additional time to rebuild their lives without having to relocate. The organization also established a partnership with the Allegheny County district attorney to install satellite emergency Protection From Abuse order sites in local hospitals. From these sites, victims have access to a night court judge via teleconference and can quickly get the legal protection they need. Additionally, recognizing the role that drugs and alcohol play in abusive situations, Womansplace partnered with the McKeesport Healthier Communities Partnership drug and alcohol counseling agencies to provide free counseling for Womansplace victims. The organization also helps victims get back into the workforce through its partnership with Bethlehem Haven’s Project Employ program. Through each of these programs, Womansplace provides varying levels of support, economically and creatively meeting clients’ needs through community partnerships.

The organization’s new policies and procedures were successfully implemented through careful attention to communication, input, and staff training. Staff meetings are held monthly, at which any changes to policies and procedures are discussed in detail. Staff input is valued greatly. In-service training is also conducted to ensure that, as new or adjusted policies and procedures are put into place, the staff is comfortable and well-informed.

Excellence in the area of policies and procedures not only earned Womansplace recognition in *Community Threads*, but it also helped

“Our counselors and staff recognize the impact of the direct services they provide can be the difference between life and death for victims.”

Laurie McDonald, Executive Director
Womansplace



Womansplace
Area served: Greater Pittsburgh
People served annually: 4,000
Established: 1976

Excels in
Criterion 12: Work Systems

to rebuild the organization, allowing it to grow into a strong, viable organization that meets the needs of more than 4,000 victims of domestic violence – and their families – each year.

Laurie’s advice to other agencies? Apply regular communication among staff at all levels and maintain a team-oriented management approach while implementing new policies and procedures. Be knowledgeable about funders’ standards and adhere to them. Finally, put internal procedures in place to collect and analyze client feedback – and maintain strong community connections. “Finding an approach that includes all of these factors is ideal,” Laurie says. And she would know. Just six years after it faced bankruptcy, Womansplace is now thriving – all because Laurie, the board, and staff adopted a team approach and chose to think outside the box.

JEWISH FAMILY & CHILDREN'S SERVICES OF PITTSBURGH

For children, seniors, and everyone in between, Jewish Family & Children's Services makes hope happen on a daily basis. But it's how the organization tells its story that keeps this communications-savvy organization going after seven decades.

With services ranging from foster and adoption services to a food pantry, Jewish Family & Children's Services (JFCS) of Pittsburgh has been serving families and individuals of all ages for 70 years. JFCS's \$4 million annual budget and beautiful facility reflect its stability and importance within the community it serves, and its groundbreaking programs for seniors and immigrants have gained national recognition.

"We are here for individuals and families as they go through life's transitions," says Aryeh Sherman, Executive Director. "These are life cycle issues. People know that they can turn to us when they need that help. We will provide support directly or get them the help they need."

But none of the organization's programs would be possible without effective communications, both internal and external. It is JFCS's innovation in communications that gained it recognition by The Forbes Funds.

One of the organization's most successful external communications programs was its 70th anniversary celebration, built around the theme "Making Hope Happen." The organization commissioned eight artists to produce artwork that expressed success stories from across JFCS programs. The exhibit attracted widespread media coverage. In addition, a photojournalist worked with Burmese immigrants to visually tell the stories of the effect of the agency's programs on their lives. The entire event heightened public awareness of the impact of JFCS on its clients and the community it serves.

Laurie Gottlieb, Marketing Director, credits this success to the inclusive, collaborative environment at JFCS. "Often, marketing departments are set apart from the organization. But we feel that we are an integral part of the team," she says. "We meet with clients and sit in on staff meetings so that we understand our services. That is the only way we could possibly help the community understand what we do."

This level of excellence in marketing communications was not achieved overnight. When marketing efforts were relatively new to JFCS, the United Jewish Federation supplied experts to provide a course in "Marketing 101" – how to develop a marketing plan, identify a target audience, connect with that audience, and craft the marketing message. JFCS also underwent a complete branding process to equip its staff to appeal to diverse external audiences.

One of the distinctions of JFCS is its 90-95 percent staff retention rate – an achievement that could not have been accomplished without effective internal communication. The organization broadcasts e-mails to community

leaders, staff, and board members, highlighting special events and providing current, real-time information. Using an intranet, JFCS provides quick internal access to meeting notes, announcements, internal forms, and policies. The intranet also includes sections for dialogue and discussion. In addition to informal lunch-and-learns on critical issues, JFCS holds bi-monthly staff meetings to address quality control issues. Aryeh explains, "We review questions or ideas that have been submitted by staff, and every one gets answered, no matter how trivial it might seem."

It's that kind of communication that enables the staff of JFCS to "make hope happen."



"We are here for individuals and families as they go through life's transitions. These are life cycle issues. People know they can turn to us when they need that help."

Aryeh Sherman, Executive Director
Jewish Family and Children's Services

Jewish Family and Children's Services

Location: Squirrel Hill

Services offered: Career development, mental health, case management, immigration, senior care, and many more

Established: 1938

Excels in

Criterion 11: Communications

VALUE: CONTINUOUS QUALITY IMPROVEMENT

Organizations should be able to measure the health and impact of programs, services and operations to inform continuous improvement and ensure consistent quality of services. They should also build upon and share knowledge throughout the organization, which can lead to identifying opportunities for meaningful change, improvement, and innovation.

Criterion 13

PERFORMANCE MANAGEMENT

- A. Management Systems:** The organization has the necessary checks and balances in place to assure the consistent and efficient delivery of services.
- B. Program Goals:** The organization's plan includes clear, realistic, measurable goals for each program area. These goals are clearly communicated to staff and drive organizational performance.
- C. Continuous Improvement:** The organization uses objective information to review and refine the efficiency and effectiveness of its programs.

How to meet this criterion:

In delivering their programs and services, nonprofit organizations should act with high levels of professionalism and ensure that the programs are effective in meeting the mission of the organization. Effective performance management ensures that systems, policies, and procedures are in place to monitor and ensure the efficiency and effectiveness of the programs. The performance management process may include all or some of the following steps:

1. Review organizational goals to associate preferred organizational outcomes in terms of units of performance (cost, timeliness, quantity, and quality).
2. Specify and prioritize the preferred results.
3. Ensure that the preferred results contribute directly to the organization's results.
4. Identify measures and standards to evaluate if and how well the preferred results were achieved.
5. Document a performance plan that includes desired results, measures, and standards.
6. Perform ongoing observations and measurements to track performance.
7. Carry out a performance review.
8. If performance meets the preferred performance standards, then reward for performance.
9. If performance does not meet the preferred performance standards, update or develop a performance development plan to address the performance gap.
10. Repeat steps 6 to 10 until performance is acceptable or standards are changed.

In order to achieve continuous improvement, an organization must use program outcomes to enhance performance. These outcomes can be used in the following ways to improve performance management:

- Identify the need for improvement.
- Determine how well past program modifications have improved services.
- Encourage service improvements and innovations, and identify and recognize staff and programs that have performed well.

- Improve fundraising and community relations through including outcome results in future communications.

Criterion 14

INTERNAL CONTROLS

- A. Process Management:** Controls are in place to ensure that programs and services are effective and efficient. Agency operations, including programs and services are regularly improved based on information gathered through monitoring processes and evaluation.
- B. Information Management:** Data management systems are available that allow for readily accessible, accurate, timely, and confidential information.

How to meet this criterion:

Internal controls act as a tool for coordinating organizational activities and ensure the quality of operations. They communicate direction and help guide behaviors in this direction. The following are examples of various internal controls:

- Administrative controls such as standardized documents, management and human resources information systems, and project management software.
- Delegation of responsibility to an employee to complete a task by giving the employee the authority to gain the necessary resources and the autonomy to decide how the task will be completed.
- Evaluation of information in order to make decisions.
- Financial statements that monitor the progress of programs and plans.
- Performance management that focuses on the total performance of the organization, including its processes, programs, and employees.
- Policies and procedures that ensure that activities comply with federal and state laws and the expectations of the organization.
- Procedures that guarantee tasks are completed effectively and efficiently.
- Quality control and operations management that compares specified performance standards with results, and makes necessary changes.

Additional Resources:

www.managementhelp.org
www.urban.org

Continuous Improvement Resources

<http://www.toolpack.com/continuous-improvement.html>

Internal Control Resources

<http://www.ucop.edu/ctiacct/under-ic.pdf>
<http://www.pano.org/standards/standards.php>



“We have been implementing a five-year strategic plan that extends through 2011. We continue to adjust and adapt to it.”

Elizabeth Rosemeyer,
Associate Executive Director
The Pittsburgh Project

The Pittsburgh Project

Location: North Side

Staff: 60 year round, 60-80 summer only

Established: 1985

Excels in

Criterion 13: Performance Management

THE PITTSBURGH PROJECT

Saleem Ghubril has a unique view of his organization's impact on the North Side. "It just may be the other way around," he says. "We are just good neighbors who have an investment in their community."

But the organization's excellence in performance management certainly doesn't hurt, either.

The Pittsburgh Project is based on a vision not just for the organization, but also for the city: "That Pittsburgh will be called a City of Truth, where once again men and women of ripe old age will sit in the streets each with cane in hand because of age, and where the city streets will be filled with boys and girls playing there."

"That vision inspires us," says Executive Director Saleem Ghubril. "We seek a renewed Pittsburgh." To accomplish that vision, The Pittsburgh Project operates educational afterschool and summer day camps for neighborhood youth, a homeowner services program, a residential service initiative for college students, job training services, an urban farming program – the nonprofit even operates a nearby public park.

The Pittsburgh Project employs a racially diverse group of about 60 year-round educators, contractors, coaches, and community developers and 60 to 80 summer staff. With a particularly high staff retention rate, The Pittsburgh Project also enjoys a high level of core value alignment and trust among its staff. What's more, about 75 percent of its staff live within a few blocks of the program center on the North Side of Pittsburgh. "It's not just where we go to work; it is home," Saleem explains. "We believe enough in the community to be a part of it."

In addition to the good rapport it shares with its community, The Pittsburgh Project excels in its commitment to internal quality improvement. "We want to become better at what we do, be more accountable, discover ways to better measure outcomes, to be more effective in what we deliver," Saleem says. "In our attempt to become more professional, sometimes you can lose the heart. We are trying to balance both."

In 2000, The Pittsburgh Project joined a group of other nonprofits to adapt the ISO-9000 model, an international set of standards for quality management systems, and to develop a nonprofit version. The group defined 16 standards of excellence for nonprofits that serve youth.

Participating organizations were audited using the standards, and then resources were identified to help them address weaknesses. "We committed to that process," says Elizabeth Rosemeyer, Associate Executive Director, who will succeed Saleem as Interim Executive Director. "We have been implementing a five-year strategic plan that extends through 2011. We continue to adjust and adapt to it."

In 2006, The Pittsburgh Project's excellence in performance management allowed the organization to renew and reopen a city park located across the street from the program center. Closed in 2003 due to insufficient city funding, the park is located in a neighborhood that is home to 1,600 children under the age of 18. At its own expense, using its own insurance, and utilizing its own staff, The Pittsburgh Project reopened the pool in the summer of 2006. That fall, the organization hosted a public meeting

and enlisted the help of an architect to develop a plan for the park's further use. Since then, The Pittsburgh Project has focused on one component of that plan each year and hopes to open a gym in 2009.

The Pittsburgh Project has expanded its care of public spaces to include vacant lots adjacent to the park – many of which were handed over by the city – including a vacant baseball field that is being converted into an urban farm.

It may be excellence in management that has enabled The Pittsburgh Project to accomplish so much on the North Side, but overall, Saleem wants to make sure the organization is seen in the light of its authentic relationship with the community. He explains, "We want people to see that we are members of that community who say what they do and do what they say."



POWER

From a single-service organization in 1991, POWER has grown to become the premier provider of drug and alcohol services for women in the Pittsburgh region. Clear understanding of internal controls is a main contributor to the organization's steady growth.

POWER operates a full range of care – assessment and mentoring, outpatient programs, partial hospitalization, and a halfway house – to women struggling with addiction. The organization's trauma-sensitive approach sets it apart from other substance abuse treatment programs and allows its staff to better understand and treat its clients, many of whom have experienced assault, domestic violence, or rape.

With generous foundation support, the organization recently partnered with Western Psychiatric Institute & Clinic to receive staff training in Motivational Interviewing (MI) and Motivational Enhancement Therapy (MET), two strategies to increase engagement with clients early in the therapeutic process. POWER pursued this opportunity after discovering, through internal assessments, that most of the clients who withdrew from its programs before completion did so within the first 30 days. POWER is now

recording therapy sessions to monitor therapists' skills and compliance with the new strategies. "Already the staff report that clients are less defensive and seem more relaxed as they start to take some control of their own treatment," says Rosa Davis, Executive Director.

Rosa tells the success story of "Ellen," a woman who began using alcohol and drugs as a teen. By the time Ellen was in college, she had a full-blown addiction and her life was spiraling out of control. Today, after completing POWER's residential and outpatient programs – and celebrating five years of sobriety – she is finishing her bachelor's degree in criminal justice and applying to graduate school. "She is an excellent mother, daughter, sister, volunteer, and student," Rosa says. "To really measure your success as an organization you have to focus on the personal results."

Results are what fuel POWER's excellence in creating internal controls and its commitment to process management. The organization uses client satisfaction surveys and follow-up interviews to assess how well it meets the needs of the women it serves. Staff also conduct extensive research, gathering information from a variety of federal, state, and local resources about best practices in the field of substance abuse disorders. Rosa emphasizes the importance of tapping all sources of information. "Don't underestimate local resources," she says. "Be sure to talk with Executive Directors from other organizations."

POWER conducts an annual employee survey to solicit feedback on topics including training, benefits, leadership, and the organization in general. As a result of a recent survey, tuition reimbursement was added to POWER's benefit package, and a 360-degree leadership feedback survey was incorporated into the performance review process for managers.

The board of directors also evaluates its own performance, both as a group and as individuals, on an annual basis. As a result of this type of assessment, improvements have been made to the board orientation process, and, this year, board meetings will include mini-training sessions on a wide range of topics from gender-specific addiction treatment to fundraising.

Rosa offers this advice to organizations seeking to develop and improve internal controls: "Communicate your vision," she says. "Help your staff see a future that benefits from the time and energy that are needed up front. Create opportunities for them to be involved in the planning as much as possible."

Internal controls and constant monitoring of the organization's effectiveness are what enable POWER to grow and continue to provide the highest quality of treatment for women striving each day to win the battle against addiction.





“Communicate your vision. Help your staff see a future that benefits from the time and energy that are needed up front.”

Rosa Davis, Executive Director
POWER

POWER
Location: Greater Pittsburgh
Staff: 54
Established: 1991

Excels in
Criterion 14: Internal Controls

YOU AS A DONOR

Amid cutbacks in funding and challenges with the current economy, charitable giving in the United States is estimated to be \$306 billion in 2007. According to “Giving USA 2008,” published by the Giving USA Foundation, private contributions have exceeded \$300 billion for the first time in history. Because of the nature of their missions, increasing levels of private investment will continue to be critical for the long-term sustainability of many nonprofit organizations.

In this environment, experts encourage all organizations and donors, large and small, to follow best practices. The goal is to create long-term relationships between donors and nonprofits, fostered by organizational transparency, in which donors are actively engaged in understanding the outcomes and direct impact of their investment. Follow these simple donor guidelines to ensure that your investments make a difference in the causes that you support.

Ten Questions Savvy Donors Ask

1. Do I agree with the organization's programs and goals?
2. Does the organization achieve worthwhile results?
3. Do I like the way the organization is run?
4. Do I like how the organization reports activities and accomplishments?
5. Is the organization financially stable?
6. What criteria will I use to decide if the money I contributed is well spent?
7. How will I know if my criteria are met?
8. Will the organization respect my rights as a donor?
9. Will the organization share financial records and confirm nonprofit status through audits and its IRS determination letter?
10. Am I willing to be clear about my intentions and to make a long-term commitment?

Source: <http://www.charitynavigator.org/index.cfm?bay=content.view&cpid=28>

Visit the Pittsburgh Foundation to learn more about donating.
www.pittsburghfoundation.org



NORTH HILLS COMMUNITY OUTREACH

Jean Muth, donor and volunteer for North Hills Community Outreach, finds that giving a little can make a great difference in the lives of people in the North Hills of Pittsburgh.

North Hills Community Outreach (NHCO) is a faith-based group that helps low-income families throughout northern Allegheny County. The organization provides families in need with food, clothing, shelter, school supplies, and other resources. Unlike other agencies, NHCO also accepts high volumes of in-kind donations such as food, clothing, furniture, and other household items.

Jean Muth, donor and volunteer, first heard about NHCO from people in the community who had received help from the organization and was impressed by their stories. When Jean received a copy of NHCO's newsletter indicating that it was in need of donations, she decided to give because she knew her gifts would help people in her own community. Her first gift quickly blossomed into many others. In the past six years she has given more than 25 in-kind gifts in addition to monetary donations. But that wasn't enough for Jean; she also began to volunteer her time.

"Originally, I gave my first donation because it was a local agency," Jean remembers. "But the more I read and the more I saw the organization do, I decided to send additional donations. When I retired early, I figured I could be a volunteer. Many of the clients could break your heart, but at the same time, you know you help them. I am impressed by the number of people who are served by the organization. They really treat people with compassion and know how to stretch a dollar."

Jean emphasizes the organization's ability to make a real difference in people's lives. She tells the story of a woman from her church who went to

NHCO seeking a winter coat and came home with a spring jacket as well. "It was like she had a million dollars," Jean says, remembering how happy the woman was to receive these gifts. "People in our church saw this and asked me to remind them to donate coats in the future."

Jean tells another story of a mother who struggled to work and take care of her child after her husband left. NHCO responded, providing food and a place to live, and then helped her get a job and affordable child care. "Making this kind of difference is what keeps me involved and keeps me giving," Jean says.

Today, Jean leads volunteer initiatives, continues to give financially, and also encourages others to get involved with NHCO. She believes strongly that other organizations can learn from NHCO's rich culture of caring and compassion and the way volunteers work hand-in-hand with staff.

Her advice to nonprofits seeking to attract donors and volunteers? "If you want to increase involvement, it is important to let people in," she says. "Some programs want to do everything themselves and keep people out. We let in anyone who wants to help, even past clients. We invite people in to be a part of what we're doing. Donors and volunteers all feel like they are a part of helping others in the community."

And that's exactly what motivates Jean to continue giving: visible change in the community. As she says, "You can see the need and the good being done there."





“When I retired early, I figured I could be a volunteer. Many of the clients could break your heart, but at the same time, you know you help them.”

Jean Muth, Donor and Volunteer
North Hills Community Outreach

North Hills Community Outreach
Area served: Northern Allegheny County
People served annually: 5,200
Established: 1987

PITTSBURGH SOCIAL VENTURE PARTNERS

Investor, volunteer, leader. Carrie Barmen doesn't separate these roles; she does all three.

As a partner board member with Pittsburgh Social Venture Partners (PSVP), Carrie Barmen offers not just her financial support, but also her time to make a difference in the lives of local youth. PSVP is the local affiliate of a national network dedicated to developing the next generation of philanthropists. Investors like Carrie contribute their time, talent, and money to support innovative nonprofits that address an important community need. In Pittsburgh, that focus is at-risk youth, with an emphasis on child abuse and neglect.

Carrie became involved in PSVP when her mother-in-law showed her an article about the organization in the *Pittsburgh Business Times*. She thought it would be a good way for her family to get involved in the community. "The mission of working with at-risk youth is near and dear to my heart, so when I first heard about PSVP, I knew I wanted to be a part of it," Carrie recalls. "Our partners give their money and their time. Here was an opportunity for me to not just support an organization financially, but to get involved personally and have an impact in improving the future of nonprofits."

PSVP's approach is unique. Partners make a financial investment and funds are then granted, typically over a three- to five-year period, to nonprofits seeking support. More

importantly, investing partners not only give money, but they also provide capacity building and management support, similar to the way a venture capitalist would support a small business. Some participating nonprofits have also been able to leverage their involvement in PSVP to secure additional funding for program growth.

Carrie emphasizes that her involvement goes far beyond that of a financial investor. "PSVP is based on a model of our donors being involved in every aspect of the operations – with PSVP's internal committees and with our investees," she says. "We work with the management staff and advise them with the operation of their organizations. It is important for the community to understand that you can have a great impact with your time, and that's often what the nonprofits we work with appreciate the most."

PSVP also continues to work on developing new models of philanthropy and capacity building for the region's nonprofit sector. For example, Carrie has been personally instrumental in developing a new model to support philanthropy among young people, called PSVP Kids. The pilot program, unveiled in September 2008, gives kids the opportunity to work with and invest in local nonprofits. Through a partnership with Pittsburgh Cares, the children will work with a local long-term care facility, as well as ensure

that local school libraries have adequate resources devoted to diversity education, and convert empty lots into community green spaces. Carrie is enthusiastic about the new program. "Kids in the East End can have an understanding of all the issues that our community is facing and work hands-on to make it better," she says. PSVP also hopes to add programs for a variety of age groups in other communities. The pilot program is in addition to the SNAP (Stop Now and Plan) juvenile diversion program that PSVP has already brought to Pittsburgh.

Carrie's passion about PSVP also led her to get her father, a retired engineer and entrepreneur, involved as a partner. For several years, he was actively involved in PSVP as well as the MIT Enterprise Forum, an organization that promotes the formation and growth of innovative businesses. When he passed away suddenly at age 62, Carrie channeled their joint passion for community capacity building into creating a partnership between the two organizations that she hopes will become an ongoing part of her father's legacy in the community. As a product of the PSVP-MIT partnership, Carrie recently organized a community educational event called Solutions for Society, designed to educate and inspire others to improve their communities. After the success of this year's event, Carrie expects it to become an annual affair.

Carrie advises other nonprofits to use a referral strategy when cultivating relationships with prospective donors. "Most of our growth has come through personal referrals," she says. "The people who are already a part of your organization are your strongest advocates in helping to get others involved." She reminds other organizations that the process of cultivating relationships with donors can take time, so it's important to be patient and persistent. Carrie sums it up, "When you are passionate about an organization and its mission, it is easy to introduce that concept to your friends and associates."





"Most of our growth has come through personal referrals. The people who are already part of your organization are your strongest advocates in helping to get others involved."

Carrie Barmen, Partner Board Member
Pittsburgh Social Venture Partners



Pittsburgh Social
Venture Partners

Area served: Allegheny County
Average grant duration:
3-5 years
Established: 2000

YOU AS A VOLUNTEER

The nonprofit sector in Southwestern Pennsylvania is blessed with higher than average rates of volunteerism, according to the Corporation for National and Community Service.

In 2006, a third of the region's population volunteered in some capacity.

The majority of these volunteers participate in fundraising activities at a much higher rate than the national average (43% vs. 28%), while others assist with food distribution and preparation (28%) as well as in direct service (19%) and providing management assistance (17%). On average, Pittsburgh had approximately 609,000 volunteers who served 70.6 million hours between 2004 and 2006, which demonstrates how vital volunteers are to the operations of all nonprofit organizations, and evidence suggests that the need for volunteers will continue to grow.

Volunteers can be a valuable resource to the organization if they are appropriately recruited to match individual needs, adequately trained, and well-supervised. A well-defined process of volunteer engagement, orientation, training, and management signal to volunteers and potential volunteers that the organization is well-organized and that volunteers are valued.

Many nonprofit organizations find that volunteers are motivated by the ability to see the direct impact of their service, regardless of the capacity. When they feel that their involvement and participation makes a difference in the organization or with the clients served, this fosters a sense of goodwill and commitment to the agency.

In recent years, many organizations have found that they have had to adapt their volunteer coordination efforts to meet the needs of busy people, offering flexible service opportunities of shorter duration that offer a meaningful way for volunteers to make a difference. Organizations that have adapted to meet the needs of both their volunteers and their clients have developed important relationships that benefit the clients, the organization, the community, and the volunteers themselves.

Ten questions to ask before volunteering

1. What does your organization do?
2. Who do you serve? (People in a certain geographic area, age group, etc.)
3. What outcomes have your efforts produced?
4. Do you have a specific philosophy guiding your work?
5. How many volunteers are in your group? What are their responsibilities?
6. Is there a designated volunteer coordinator who would be my point of contact?
7. What is the time commitment?
8. Do you provide assistance with travel, parking, or other incidental expenses?
9. May I speak with others who have volunteered with your organization in the past?
10. What opportunities are there for family members to accompany me and participate?

Adapted from: www.usafreedomcorps.gov/for_volunteers/find_opps/questions.asp

Ten tips for volunteering wisely

1. Research the causes or issues important to you.
2. Consider the skills you have to offer.
3. Think about learning something new.
4. Combine your goals.
5. Don't overbook your schedule.
6. Be ready for nonprofits to ask you questions, too.
7. Consider volunteering as a family or with a group of friends.
8. Look into virtual volunteering.
9. Explore new possibilities.
10. Give voice to your heart through giving and volunteering.

Adapted from: www.usafreedomcorps.gov/for_volunteers/ten_tips/

For local volunteer opportunities, check out Pittsburgh Cares.
www.pittsburghcares.org

CASA

Volunteer Chris Arians puts her family law experience to work as she advocates for children in the Allegheny County court system.

When family law attorney Chris Arians moved to Indianapolis 10 years ago, she was looking for something to do while waiting to be accepted into the Indiana State Bar Association. With a background in divorce, child custody, and abuse situations, Chris had always wished children had more of a voice in the justice system. Then a newspaper article about Court Appointed Special Advocates (CASA) changed her life. When she moved again – this time to Cleveland – Chris opted not to take the bar exam again, instead devoting the remainder of her career to CASA.

CASA's mission is to ensure that every child has a safe, supportive, and permanent home by providing volunteer advocacy for the best interests of abused and neglected children within the child welfare system. And CASA of Allegheny County, where Chris has volunteered for the past five years, gets some of the toughest cases she has encountered in her career. "The kids desperately need a voice," she says, explaining that her job is to investigate the background of each case and make recommendations to the court based on the best interest of the child. "Here is where the lawyer and the court-appointed special advocate differ," Chris explains. "The lawyer is ethically obligated to pursue what the child thinks he or she wants. However, most children don't always know what is best for them, so we have a little bit of a different perspective."

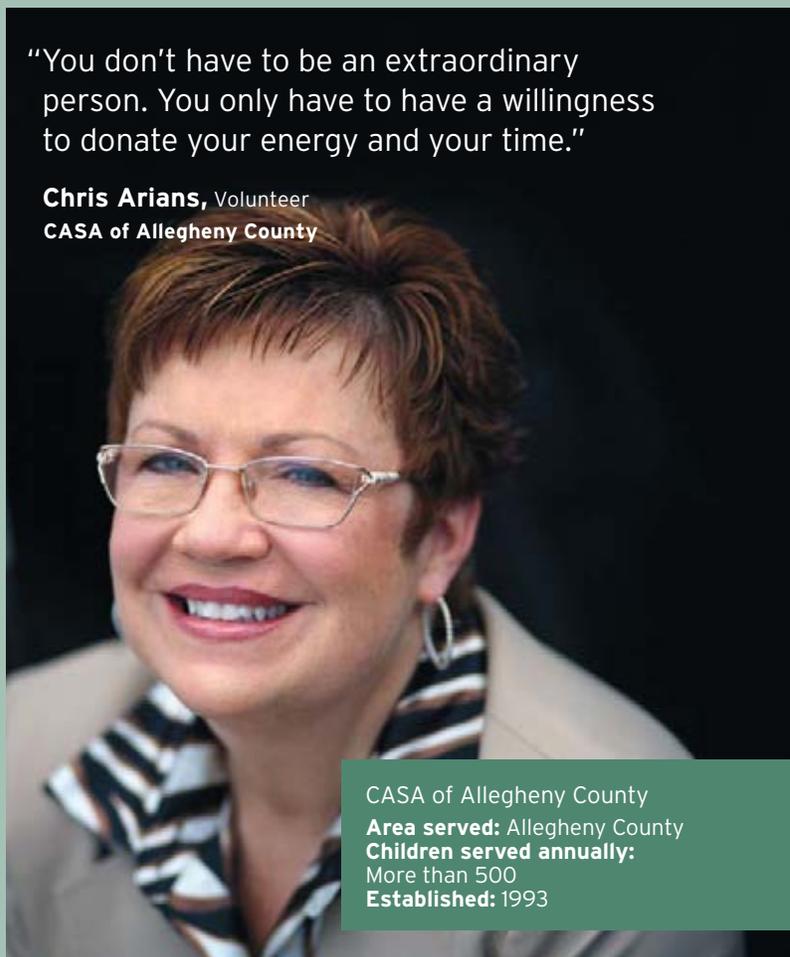
What makes CASA unique is that the investigation, reporting, and court recommendations are all done by volunteers. These volunteers – like Chris – are given a court order to interview people in the child's life and research confidential written reports and case histories to paint an accurate picture of the family situation. Chris reflects, "With one case I worked on, Children and Youth Services had been involved on and off for about 13 years. The case would be opened; they would provide services and close the case back up." Without the case history she and her colleagues provide, Chris says, a judge would not know that a child has moved from crisis to crisis his or her whole life.

In 2007, Chris was honored as CASA volunteer of the year. She credits the recognition to her advocacy in a particularly tough case that lasted almost two years. As a result of her and her colleagues' efforts, five children were adopted into wonderful homes. "It was such a lovely outcome to know that those children would forever be safe and taken care of," Chris says. "It warmed my heart."

On her first Allegheny County case, Chris helped the involved children achieve permanence in 18 months – an astonishing feat in the Pittsburgh child welfare system, where children languish, on average, for more than three years. Chris has an unerring belief that her current CASA kids, two "unlovable" teenagers, are just as worthy of first-rate advocacy as the delightful infants on whose behalf she has worked in the past. This is the mark of a true advocate; standing in the face of adversity and doing what is right and just, rather than what is easy.

"You don't have to be an extraordinary person. You only have to have a willingness to donate your energy and your time."

Chris Arians, Volunteer
CASA of Allegheny County



CASA of Allegheny County
Area served: Allegheny County
Children served annually:
More than 500
Established: 1993

Her experience with the organization has inspired Chris to advocate not only for children, but for CASA as well. She actively promotes CASA in her conversations, telling potential volunteers, "I cannot save the world, but I can make a difference in one child's life, and so could you. You don't have to be an extraordinary person. You only have to have a willingness to donate your energy and your time." And Chris is highly motivated to expand CASA's program; the organization currently serves just 500 of the 8,500 children in the court system, and she would like to see each and every foster child assigned to an advocate.

Chris draws a great deal of personal satisfaction from her work as a court-appointed special advocate. "You get into this thinking that you will help other people," she says, and that's exactly what she does. But at the end of the day, she also goes home knowing that she took one more step toward securing the health and safety of a child. "It keeps me feeling good about myself," she says.

YWCA

Walk the talk. For Mary Peters, this is more than a personal mantra.
It's the standard by which she measures her organization.

As Volunteer Board President,

Mary Peters leads the effort to walk the talk, ensuring that the YWCA of Greater Pittsburgh truly lives its mission of empowering women and eliminating racism. Connecting women to opportunities and supporting their growth, the organization offers assistance with career development, entrepreneurship, child care, housing, legal services, and health. Through its Office of Racial Diversity and annual Racial Justice awards, the YWCA also actively works toward eliminating racism.

Mary describes the YWCA as “One of the few places where women can be in leadership positions and where they can relate to one another just as woman-to-woman.”

This year, the organization is celebrating its 140th anniversary. While Mary cites the

YWCA's longevity as “extraordinary,” she emphasizes that the organization is also working hard to serve women and girls today. “A lot has happened in those years and sometimes agencies don't keep up with the times or continue to focus on those things that make a community better or make things different,” Mary says. “My goal is to make the YWCA responsible for seeing the community as it is today – not how it was 20 years ago – and ask the questions, ‘How are we now? How do we become an improvement agency for today?’ We want to be an institution that is instrumental in the way that women and girls are treated by social service agencies and the community at large. We have to strengthen our services and hold the community accountable to that standard.”

Exploring these questions, Mary says, has led the organization to make an intentional effort

to “be what we say we are interested in.” She explains, “We are going to look at the things we do – big and little. When we talk about empowering women, we need to look at those that we employ and how we empower them. Everyone who works with us should envision that message of empowering women and eliminating racism.” These efforts have led to new initiatives to make the organization a great place to work so that women can be proud to say they got their start with the YWCA. The organization is also working toward becoming an organization that speaks honestly about issues that are important to women, offers a place for women's opinions to be heard, and provides an environment where women of varying ethnic backgrounds and economic levels can connect.

Mary, who also serves as Associate Dean of Students at Point Park University, originally became involved with the YWCA when a colleague nominated her for membership on the organization's board. “As I got involved with the organization, I began to see what it could be,” Mary remembers. “There is no reason why it shouldn't be much more effective and efficient. I started as a board member to list my concerns, and I remember saying more than once that if you are going to change something, sometimes you need to stop the train and get in front of it.”

With fond memories of her sister's participation in a Y-Teen program in New Orleans, Mary was delighted to take on a leadership role at the YWCA. “You need to stop what you're doing to figure out what you ought to be doing,” she says. “When the opportunity came for me to do that with the YWCA, I just took a chance, and it's been great.”





“If you are going to change something, sometimes you need to stop the train and get in front of it.”

Mary Peters,
Volunteer Board President
YWCA of Greater Pittsburgh

YWCA of Greater Pittsburgh
Locations: Downtown Pittsburgh, Homewood/Brushton, North Side, and East Pittsburgh
Participants in anti-racism programs: More than 3,000 annually
Established: 1869

YOU AS A CONSUMER

If not for the individuals and families that use their programs
and services, nonprofit organizations would not exist.

The lives of countless individuals and families have been impacted by nonprofit organizations in the Pittsburgh region. A publication about nonprofits would not be complete without a story or two from the perspective of people whose lives have been changed. The following pages tell the stories of Slavica Bojanic and Jake Vandall – two individuals who credit Pittsburgh area nonprofits with their personal success.



GREATER PITTSBURGH LITERACY COUNCIL

Slavica Bojanic is living the American dream. A native of Croatia, Slavica is now a U.S. citizen and homeowner, and works as a supervisor at the Bank of New York Mellon. The astonishing part is how quickly she achieved this dream.

When Slavica moved to the United States in 1997, she did not speak English and did not know how to use a computer. Slavica and her family came to the United States with the help of Catholic Charities, which immediately referred them to the Greater Pittsburgh Literacy Council (GPLC).

Founded in 1971, GPLC provides classes and tutoring for approximately 7,000 people each year, helping individuals to become better parents, workers, and citizens. The organization is known for its flexibility and responsiveness to community needs. When the Pittsburgh Board of Education closed its adult literacy program at the downtown Connelley Technical Institute in 2004, GPLC opened a new center nearby to fill the gap. The facility, which was launched in January 2005, now serves 300 to 400 students each week. As Slavica can attest, GPLC also responds quickly to the needs of immigrants and refugees who settle in the Pittsburgh area.

After completing a GPLC assessment test, Slavica and her family were assigned to volunteer tutors. Over the nine months they worked together, Slavica's first tutor, Mary Ann Krupper, became her mentor and friend. "GPLC volunteers are much more than just tutors," Slavica says. "They are caring people who will help in any way possible."

In addition to learning English, Slavica also began taking computer classes at an area library in hopes of getting a better job. She and her tutor used every available minute – including the 45-minute bus ride to the library – to practice her English skills. In 1998, her language and computer training paid off when she was hired as a clerk at the Bank of New York Mellon. When her family moved from Duquesne to Brentwood, Slavica was assigned a new tutor, Francis Vardjan, with whom she worked for the next five years. As her skills improved, so did her employment situation. She now holds a management-level position in her company.



"The volunteers at GPLC are much more than just tutors; they are caring people who will help in any way possible."

Slavica Bojanic, Former Client
Greater Pittsburgh Literacy Council

Greater Pittsburgh
Literacy Council

Locations: 8 locations across
Southwestern Pennsylvania
People served annually: 7,000
Established: 1971

Slavica is particularly grateful to GPLC for helping her prepare for the United States citizenship test. Slavica passed the test in 2006 after working long and hard with her tutor. "My future here in this country is secured by that citizenship," Slavica says. "I am a part of this country and I am complete now."

Slavica is one of many individuals whose lives have been changed by this organization. Since literacy is such an integral part of people's lives, GPLC has an impact on much more than just its students' language skills. Adults in GPLC's programs also learn to be better parents and

employees, leading to improved academic performance and living situations for their children. Finally, GPLC's programs make a positive contribution to the local economy by helping people move from public assistance programs into jobs.

Without the help of her tutors, Slavica says, she never would have been able to accomplish everything she has in her life. She is extremely grateful and plans to volunteer in the future – to give back to the organization that gave so much to her and made her current lifestyle possible.

FAMILY SERVICES OF WESTERN PENNSYLVANIA

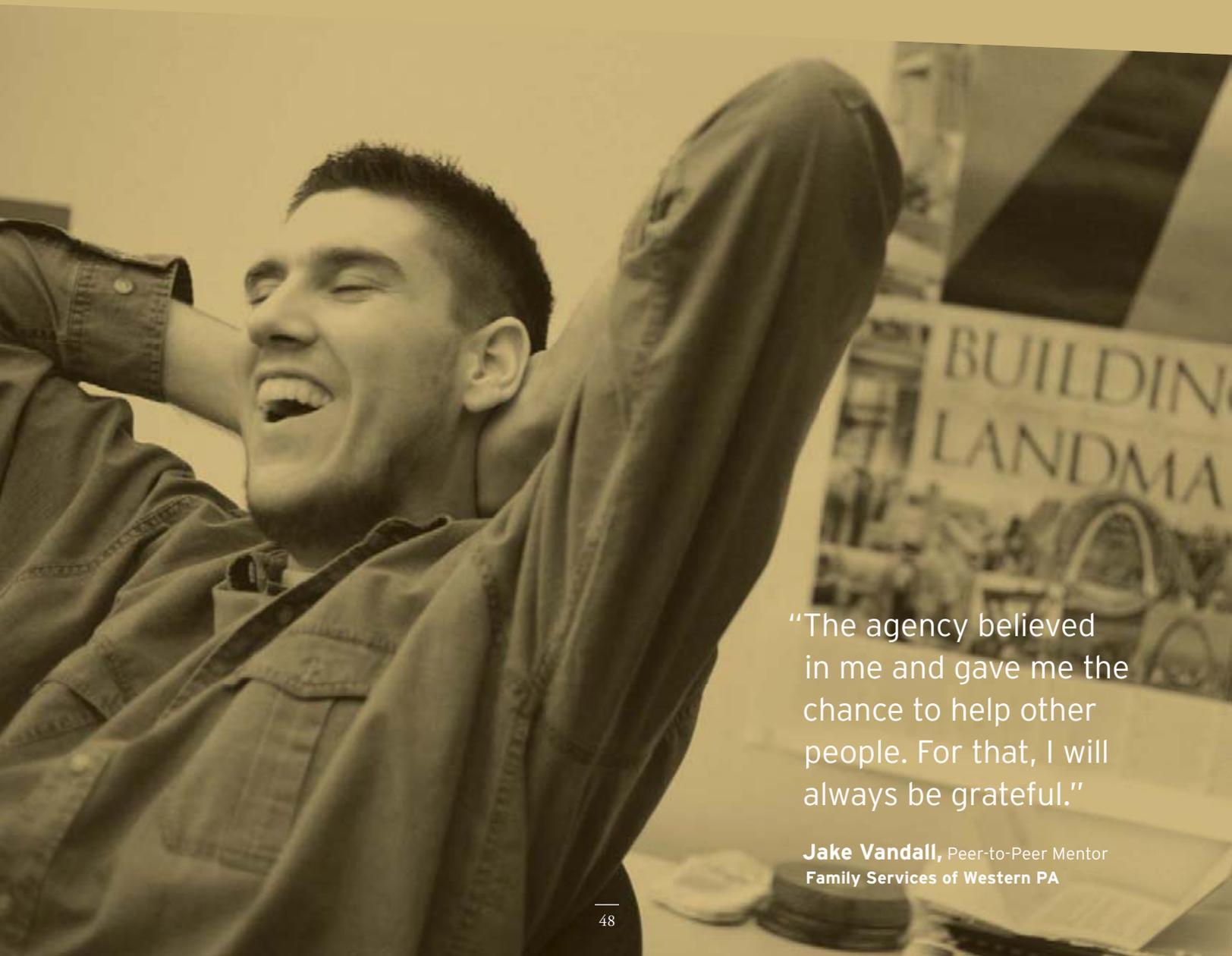
Today, Jake Vandall works as a Peer Specialist for Family Services of Western Pennsylvania.

Five years ago, Jake came to Family Services not for a job, but for help.

Having spent most of his life in recovery programs for emotional and mental health issues, Jake Vandall was losing hope. At the age of 19, he recalls, "I was fed up with these services, and I was going to handle it on my own." This attitude changed five years ago when he was connected with Family Services.

Helping children, adults, and families with substance dependency, housing, employment, and other issues for nearly 60 years, the organization's mission is "To foster the capacities and skills in families and individuals to direct their own lives; promote recovery and resiliency; and create a productive, caring community."

So how did Family Services succeed in helping Jake when so many other organizations had failed? Jake says that other organizations had fed him a lot of ideas, but never provided him with a method of translating those ideas into actions. Family Services' approach to responsible recovery stresses that clients have the ability to take responsibility for their own actions and



"The agency believed in me and gave me the chance to help other people. For that, I will always be grateful."

Jake Vandall, Peer-to-Peer Mentor
Family Services of Western PA

recovery. One program in particular, Mobile MISA, redefined the way Jake looked at his recovery from drug and alcohol issues. He reflects, “You have to realize that you are the one who makes the ultimate choice of what you do with your life.”

Jake also credits Family Services’ employees and volunteers – who he calls “genuine people” – with showing him that he could live a quality life without being isolated. His appreciation of Family Services’ staff has grown since he began working for the organization. His previous supervisor, Linda Fryer, was more than just his boss; she was also his friend. Most importantly, he says, she believed in him.

With the help of Family Services, Jake has overcome drug and alcohol addiction, regained confidence in himself, moved into his own

apartment, and achieved a better quality of life. Jake loves to work with people, which motivates him to excel at his job at Family Services. As a trained Peer Specialist, Jake mentors and provides accountability to clients working toward recovery. “The agency believed in me and gave me the chance to help other people,” Jake says. “For that, I will always be grateful.”

Jake’s experience both as a client and an employee has allowed him to see other people who have been helped by the organization. He says, “Family Services has resurrected people from the hell they were living in.” He explains that many of these people had very few resources and struggled to manage their own lives. But with Family Services’ peer support program, these individuals were able to make big changes in their lives in only a small amount of time.

What makes the process work, Jake says, is that Family Services continually emphasizes to its clients that they are not alone and they do not have to face all their problems by themselves. Individuals are responsible for their own recovery, but that does not preclude them from asking for help. Realizing that they need help, Jake says, and having the courage to ask for that help are extremely important steps for clients as they take responsibility for their own recovery.

“Family Services’ clients are real people dealing with real problems and are in need of real recovery,” Jake says. His advice to people in need of support: “Open your ears to the people who are really trying to help.”



Family Services of Western PA
Locations: 13 locations across Southwestern Pennsylvania
People served annually: 5,800
Years of operation: Nearly 60

RESOURCE GUIDE

Across Southwestern Pennsylvania, nonprofit organizations are making a difference in the communities they serve. In an effort to improve the viability, impact, and effectiveness of the sector, a group of local leaders created the Greater Pittsburgh Nonprofit Partnership (GPNP), currently a program of The Forbes Funds. With nearly 300 nonprofit member organizations, the partnership strives to organize the nonprofit sector in the Greater Pittsburgh region and make a pivotal difference on issues that impact the sector and the region.

This resource guide comprises a listing of all GPNP members with information highlighting each sub-sector ranging from Arts & Culture to Aging & Senior Services; Public Health to Youth Development; and many more. In addition, in 2007, GPNP partnered with Great Nonprofits to launch www.greatnonprofits.org in Pittsburgh, the first city in the nation to launch such initiative. Great Nonprofits is an online “Zagat’s” for the nonprofit sector; a place to find, review, and talk about nonprofits. Members who have been reviewed on Great Nonprofits are designated by the Great Nonprofits star (★). Read about them at www.greatnonprofits.org!



AFFORDABLE HOUSING, SHELTER AND HOMELESSNESS

While Pittsburgh's cost of living is one of the lowest in the nation,¹ many individuals and families still struggle to make ends meet. **An individual living in the Pittsburgh area and receiving minimum wage would have to work 113 hours per week (spending no more than 30% of income on housing costs) in order to afford a two-bedroom unit at fair market rent.** In Pittsburgh, 25.2% of renter households have an extremely low income (below 30% of the area's median income) and 43.1% have a very low income (below 50% of the area's median income).² Also, Pittsburgh has a median home value of \$111,100 – compared to the national median home value of \$185,200.³

Bethlehem Haven

Provides comprehensive medical and employment services to women in the Pittsburgh area.
Phone: 412-391-1348
Web site: www.bethlehemhaven.org

Construction Junction

Supports and promotes conservation through the reuse of building materials, specializes in used and surplus building materials.
Phone: 412-243-5025
Web site: www.constructionjunction.org

Fair Housing Partnership of Greater Pittsburgh

Established in 1984 to create, promote, and support equal housing choice and opportunity in our community.
Phone: 412-391-2535
Web site: www.pittsburghfairhousing.org

Hearth

Provides transitional housing for women.
Phone: 412-939-2302
Web site: www.hearth-bp.org

★ The Lighthouse Foundation

Fills identified gaps in basic human services to needy and impoverished individuals, families, and seniors.
Phone: 724-898-HOPE
Web site: www.thelighthouseonline.net

Mainstay Life Services

Provides support and residential services to individuals with developmental disabilities and their families.
Phone: 412-344-3640
Web site: www.mainstaylifeservices.org

Pittsburgh Habitat for Humanity

Leverages volunteers and collaborative partnerships to build homes and provide no-profit, no-interest mortgages for low-income families.
Phone: 412-466-6710
Web site: www.pittsburghhabitat.org

Regional Housing Legal Services

Facilitates comprehensive community renewal across Pennsylvania.
Phone: 412-201-4301
Web site: www.rhls.org

Sojourner House

Helps addicted women (and their children) to break the intergenerational cycle of poverty and substance abuse through a residential rehabilitation program.
Phone: 412-441-7783
Web site: www.sojournerhousepa.org

Womansplace, Inc.

Strives to end domestic violence through crisis intervention, prevention education, and direct services. Provides shelter, legal and medical advocacy, and options counseling.
Phone: 412-678-4620
Web site: www.womansplace.org

★ YWCA of Greater Pittsburgh

Empowers women and teens and eliminates racism and sexism through teen programs, counseling, legal resources, a race relations center, antiracism training, and transitional housing.
Phone: 412-391-5100
Web site: www.ywcaphg.org

AGING & SENIOR SERVICES

With older adults making up more than 17% of its total population, the Pittsburgh region significantly exceeds the national average of 12%.⁴ **In fact, the University of Pittsburgh and the University of Pittsburgh Medical Center now dedicate more resources to aging than almost every other academic system in the country.** To support its studies on aging, the University of Pittsburgh has received nearly \$150 million in external funding.⁵ Serving as a referral source for older adults and caregivers, the University of Pittsburgh Institute on Aging provides information on all senior programs, services, and events available through UPMC and other government and publicly funded organizations.

Eastern Area Adult Services

Helps older adults to remain as independent as possible by providing services that enrich and support their everyday lives and changing needs.
Phone: 412-247-1446
Web site: www.eaas.net

Presbyterian Senior Care

A Christ-centered network of communities and services committed to enhancing and extending the quality of life of older adults.
Phone: 412-323-1400
Web site: www.pghpresbytery.org

Ursuline Senior Services

Serves Pittsburgh's senior community through a wide array of human services.
Phone: 412-683-0400
Web site: www.ursulineseniorservices.com

Valley Care Association

Promotes a high quality of life for Sewickley Valley seniors and their families through programs.
Phone: 412-749-5257
Web site: www.valleycareassociation.org

Vintage Adult Day Care

Positively influences the experience of aging in our community.
Phone: 412-361-5003
Web site: www.vintageseniorservices.org

ANIMALS

According to Charity Navigator's survey of the top 30 metro areas, **Pittsburgh has the highest concentration of animal charities (11%) in the nation.** Working to prevent and resolve issues of animal cruelty, over 1,000 animal cruelty and neglect cases are investigated in Southwestern Pennsylvania each year.⁶

National Aviary in Pittsburgh

Dedicated exclusively to birds, the collection comprises more than 600 birds representing more than 200 species.
Phone: 412-323-7235
Web site: www.aviary.org

Pittsburgh Zoo & PPG Aquarium

Home to thousands of animals representing hundreds of diverse species.
Phone: 412-665-3640
Web site: www.pittsburghzoo.org

ARTS & CULTURE

Named one of the top 25 arts destinations in the country,⁷ Pittsburgh is a thriving center for arts and culture. The city boasts a 14-block downtown Cultural District, bordered by the Allegheny River on the north, 10th Street on the east, Stanwix Street on the west, and Liberty Avenue on the south. **Pittsburgh is also home to the world's first modern art museum: The Carnegie Museum of Art, opened in 1895.** Other Pittsburgh arts and culture firsts include the United States' first commercial radio station and public television stations, and in the last decade, more than 50 major movies have been filmed in the area.

Allegheny County Library Association

Pursues, provides, and promotes the highest-quality public library service for residents of Allegheny County.
Phone: 412-921-1123
Web site: www.einetwork.net/acla/home

Bulgarian-Macedonian National Educational and Cultural Center

Embraces and preserves the cultural values and rich traditions of the Bulgarian and Macedonian people.
Phone: 412-461-6188
Web site: www.bmnecc.org

Children's Museum of Pittsburgh

Serves as a resource for families and builds partnerships with schools and community groups.
Phone: 412-322-5058
Web site: www.pittsburghkids.org

Creative Nonfiction Foundation

Pursues educational and publishing initiatives in the genre of literary nonfiction.
Phone: 412-688-0304
Web site: www.creativenonfiction.org

Greater Pittsburgh Arts Council

Expands the reach, influence, and effectiveness of the region's diverse and vibrant cultural community.
Phone: 412-391-2060
Web site: www.pittsburghartscouncil.org

Kelly-Strahorn Theater

Provides a community theater and encourages diverse artistic, cultural, and educational activities.
Phone: 412-363-3000
Web site: www.kelly-strayhorn.org

★ Visit www.greatnonprofits.org for reviews of this 2008 GPNP member organization.

★ Manchester Bidwell Corporation

Helps combat the effects of economic and social devastation experienced by inner-city youth.
Phone: 412-323-4000
Web site: www.manchesterbidwell.org

Quantum Theater

Incorporates the influences of world culture and the dynamic trends sweeping through the international theatre scene.
Phone: 412-697-2929
Web site: www.quantumtheater.com

Rosedale Block Cluster

Works to improve the community image for resident and merchants through planning, development, promotions, and events.
Phone: 412-243-6474
Web site: www.rosedaleblock.org

Saturday Light Brigade

Broadcasting since 1978, this radio program features acoustic music and family fun.
Phone: 412-586-6300
Web site: www.slbradio.org

Senator John Heinz History Center

An affiliate of the Smithsonian Institution devoted to the history and heritage of Western PA.
Phone: 412-454-6000
Web site: www.pghhistory.org

Seton Center

Provides child-care services, social and supportive services for senior citizens, and cultural and recreational activities for our local communities.
Phone: 412-344-4777
Web site: www.setoncenter.com

Sweetwater Center for the Arts

Stimulates interest in and support for those who create the arts of all cultures.
Phone: 412-741-4405
Web site: www.sweetwaterartcenter.org

Westmoreland Museum of American Art

Offers a collection of paintings, pottery, glass, and furniture that represents the artistic heritage of the United States and Southwestern Pennsylvania.
Phone: 724-837-1500
Web site: www.wmuseaa.org

CIVIC PARTICIPATION

Historic home to some of the nation's most prominent philanthropists, **Pittsburgh is the fourth-most charitable city in the nation, with more than 40 charities whose combined assets total nearly \$17 billion.**⁸ The region is also highly politically engaged, with more than 560,000 registered Democrats and 250,000 registered Republicans in Allegheny County alone.

★ CORO Center for Civic Leadership

Recruits and supervises diverse, intelligent, and driven young public servants.
Phone: 412-201-5772
Web site: www.coro.org

★ Local Government Academy

An independent non-partisan organization that promotes excellence in local government.
Phone: 412-237-3171
Web site: www.localgovernmentacademy.org

★ Pittsburgh Cares

Inspires volunteerism by organizing flexible and rewarding service projects that meet critical needs throughout the region.
Phone: 412-471-2114
Web site: www.pittsburghcares.org

★ Pittsburgh Urban Magnet Project

Engages young professionals in issues that influence attraction and retention in the region.
Phone: 412-338-2133
Web site: www.pump.org

Tides Center

Provides back-office services, a legal framework, and capacity-building support for projects that share its vision of a just, healthy, and sustainable world.
Phone: 412-521-3133
Web site: www.tidescenter.org

Volunteers of America of Pennsylvania

Helps those in need rebuild their lives and reach their full potential.
Phone: 412.782.5344
Web site: www.voapa.org

West Mifflin Community Foundation

Phone: (412) 650-2600
Web site: www.centuryheritage.com/web/

COMMUNITY DEVELOPMENT

Twice named "America's Most Livable City" by *Places Rated Almanac*, Pittsburgh is made up of a number of vibrant communities whose residents enjoy abundant opportunities for recreation and neighborhood fellowship. **Sperling's Best Places has ranked Pittsburgh third in "lowest crime rate"** and sixth best city for relocating families and *Expansion Management* has named Pittsburgh a "Five-Star Quality of Life Metro" for three years in a row.

Action Housing

Empowers people to build secure and self-sufficient lives through affordable housing programs.
Phone: 412-281-2102
Web site: www.actionhousing.org

Community Design Center of Pittsburgh

Improves quality of life by encouraging good design of the built environment.
Phone: 412-391-4144
Web site: www.cdcp.org

★ Focus on Renewal

Offers a family health center, positive parenting program, early head start program, and an adult education center.
Phone: 412-771-6462
Web site: www.forstorox.org

Mon Valley Initiative

Produces *Career Connections*, a workforce development publication.
Phone: 412-464-4000
Web site: www.monvalleyinitiative.com

New Hope for Neighborhood Renewal

Offers neighborhood support through Y.E.S. Kids Mentoring, Door of Hope Housing, and the Café 'n' Creamery.
Phone: 412-776-2728
Web site: www.newhopeneighbor.org

Pittsburgh Downtown Partnership

Fosters a clean, safe, accessible, and vibrant Downtown.
Phone: 412-566-4190
Web site: www.downtownpittsburgh.com

★ Pittsburgh Partnership for Neighborhood Development

Serves as a bridge-builder, messenger, advocate, and investment conduit to transform inner urban neighborhoods.
Phone: 412-471-3727
Web site: www.ppnnd.org

Riverlife

Preserves the natural beauty and improves recreational opportunities throughout Pittsburgh's riverfront neighborhoods.
Phone: 412-258-6636
Web site: www.riverlifetaskforce.org

Squirrel Hill Urban Coalition

Preserving and improves the quality of life in the 14th Ward of the City of Pittsburgh.
Phone: 412-422-7666
Web site: www.shuc.org

★ The Union Project

Provides neighborhood space to connect, create, and celebrate.
Phone: 412-363-4550
Web site: www.unionproject.org

DIVERSITY & SOCIAL EQUITY

With a particularly low number of minority residents, diversity and social equity are of particular importance in the Pittsburgh region. **Just 11% of the population is a race other than white, compared to 26% of the general U.S. population,** and only 3% was born in a foreign country – more than 9% lower than the U.S. rate. However, Pittsburgh has been ranked first in the country and 26th in the world for "global livability" by the *Economist*.

CASA of Allegheny County

Works to ensure that every child has a safe, supportive, and permanent home by providing volunteer advocacy.
Phone: 412-594-3606
Web site: www.pgh-casa.org

Citizens to Abolish Domestic Apartheid

Provides competent education, healthcare, affordable housing, environmental integrity, economic equality, and judicial equity for all persons.
Phone: 412-672-2716
Web site: www.cadaprograms.org

Crisis Center North

Assists victims of domestic violence through a variety of resources and services and develops strategies to interrupt the cycle of violence.
Phone: 412-364-5556
Web site: www.crisiscenternorth.org

★ Global Links

Reduces the amount of useful surplus that is needlessly thrown away in the United States.
Phone: 412-361-3424
Web site: www.globallinks.org

Jewish Community Center

Cultivates Jewish identity, heritage, culture, and community.
 Phone: 412-521-8010
 Web site: www.jccpgh.org

National Council of Jewish Women

Uses research, education, advocacy, and community service to improve the quality of life for women, children, and families.
 Phone: 412-421-6118
 Web site: www.ncjwpg.org

Negro Education Emergency Drive

A college access program that offers financial aid, counseling, and internships to help young African-Americans.
 Phone: 412-566-2760
 Web site: www.needld.org

Neighborhood Legal Services

Provides legal assistance to the poor in the Southwestern Pennsylvania.
 Phone: 412-255-6700
 Web site: www.nlsa.us

Pennsylvania Legal Aid Network

Provides leadership, funding, and support to improve the availability and quality of civil legal aid for low income people and victims of domestic violence.
 Phone: 717-236-9486
 Web site: www.palegalservices.org

Radio Information Services

Uses radio to provide access to print information for people who have a disability that inhibits reading.
 Phone: 412-488-3944
 Web site: www.readingservice.org

★ **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.
 Phone: 412-681-8000
 Web site: www.ujfpittsburgh.org

ECONOMIC DEVELOPMENT

With over 60,000 different businesses in the metro area,⁹ Pittsburgh is a thriving center for industry. **Over 200 foreign companies are located in Pittsburgh, with nearly half of them having their U.S. or world headquarters here.**¹⁰ Also, the Pittsburgh International Airport was rated the top airport in the country by J.D. Power and the second-best airport in the world by *Condé Nast Traveller*.

Airport Corridor

Transportation Association

Optimizes use of the transportation system in the airport corridor.
 Phone: 412-809-3505
 Web site: www.acta-pgh.org

Jackson Clark Partners

A consulting firm specializing in urban revitalization and development.
 Phone: 412-361-1111
 Web site: www.jacksonclark.net

Pittsburgh History & Landmarks Foundation

Strengthens historic neighborhoods.
 Phone: 412-471-5808
 Web site: www.phlf.org

Powerlink

Advances growth stage women-owned businesses in Southwestern PA.
 Phone: 412-431-4110
 Web site: www.powerlink.org

RIDC

Fosters new employment opportunities for business and diversifies the regional economy.
 Phone: 412-471-3939
 Web site: www.ridc.org

★ **Sustainable Pittsburgh**

A public-policy advocacy group that links economic prosperity, ecological health, and social equity.
 Phone: 412-258-6642
 Web site: www.sustainablepittsburgh.org

EDUCATION

The second-largest college town in the nation,¹¹ Pittsburgh is home to more than 15 major colleges and universities. As for elementary and secondary education, Pittsburgh Public Schools boasts an average ratio of just 15 students per teacher¹² and more than 80% of Pittsburgh's population over the age of 25 has a high school education or higher.

A+ Schools

Advocates for improved student achievement by supporting issues of high standards, quality teaching, leadership accountability, financial responsibility, and community involvement.
 Phone: 412-258-2660
 Web site: www.aplusschools.org

ACLD, Inc.

Serves the needs of individuals with developmental disabilities and their families.
 Phone: 412-881-2253
 Web site: www.aclonline.org

Advantage Credit Counseling Services

Assists consumers with financial debt by providing expert credit counseling and a debt management program.
 Phone: 866-699-2227
 Web site: www.advantageccs.org

Association of Theological Schools

Educates for the practice of ministry and for teaching and research in the theological disciplines.
 Phone: 412-788-6505
 Web site: www.ats.edu

Carlow University

Prepares students, primarily women, for competent leadership and compassionate service in personal and professional life.
 Phone: 800-333-CARLOW
 Web site: www.carlow.edu

CCAC Educational Foundation

Provides resources to enrich CCAC's educational and support services.
 Phone: 412-237-3003
 Web site: www.ccac.edu

Consortium for Public Education

Works to ensure that every child, in every community, receives a high-quality public education.
 Phone: 412-678-9215
 Web site: www.mvec.org

Fund for Advancement of Minorities through Education

Works to increase the number of African-Americans in leadership positions
 Phone: 412-441-5600

Greater Pittsburgh Literary Council

Helps adults and families acquire reading, writing, math, English-language skills, and computer skills.
 Phone: 412-661-7323
 Web site: www.gplc.org

H. John Heinz School of Public Policy and Management

A vibrant center for the study of urban and social issues that impact society.
 Phone: 412-268-2000
 Web site: www.heinz.cmu.edu

Hilltop Community Children's Center

A learning community built around relationships with the children, families, and teachers that make up its program.
 Phone: 412-381-6750
 Web site: www.hilltopcc.com

Historical Society of Carnegie PA

Promotes awareness of Carnegie's unique story and preserves its landmarks and artifacts.
 Phone: 412-246-7477
 Web site: www.carnegiehistory.org

Northside Urban Pathways Charter School

Educates students who would normally be suspended from school.
 Phone: 412-392-4601
 Web site: www.pathways.k12.pa.us

PACE School

An approved private school that serves children in grades K-9 with emotional challenges or autism.
 Phone: 412-244-1900
 Web site: www.paceschool.org

Penn State Extension of Allegheny County

Gives local residents easy access to the resources and expertise of the Pennsylvania State University.
 Phone: 412-473-2540
 Web site: allegheny.extension.psu.edu

Pittsburgh Association for the Education of Children

Provides professional development, collaboration with community resources and advocacy.
 Phone: 412-421-3889
 Web site: www.pghaec.org

Point Park University

A small, private, liberal arts university with 3,600 students.
 Phone: 412-391-4100
 Web site: www.pointpark.edu

Robert Morris University

Offers a wide range of academic programs.
 Phone: 800-762-0097
 Web site: www.rmu.edu

★ Visit www.greatnonprofits.org for reviews of this 2008 GPNP member organization.

Southwest PA AHEA, Inc.

Creates a statewide infrastructure bridging academic and community resources to help communities meet primary health care needs.

Phone: 412-363-0185

Web site: www.southwestahec.org

Teacher Excellence Center

Helps students reach their academic potential.

Phone: 412-440-0514

Web site: www.teacherpa.com

Western PA School for Blind Children

Provides educational and vocational opportunities for vision-impaired children.

Phone: 412-621-0100

Web site: www.wpsbc.org

Western PA School for the Deaf

Provides quality educational services and a complete extracurricular program to deaf and hard-of-hearing children from birth through Grade 12.

Phone: 800-624-3323V/TTY

Web site: www.wpsd.org

Westmoreland County

Federated Library Systems

Web site: www.wlnonline.org

ENVIRONMENT

With the largest concentration of green buildings in the country,¹³ Pittsburgh is quickly becoming known as a leader in environmental initiatives. **The city is home to the David L. Lawrence Convention Center, which is the largest Gold LEED-certified green convention center in the United States.** *Forbes* magazine has ranked Pittsburgh 10th in the “World’s Cleanest Cities.”

3 Rivers Wet Weather

Helps communities address the issue of untreated sewage and storm water overflowing into the region’s waterways.

Phone: 412-578-8375

Web site: www.3riverswetweather.org

Allegheny Land Trust

Conserves and stewards lands that support the scenic, recreational, and environmental well-being of communities in Allegheny County.

Phone: 412-741-2750

Web site: www.alleghenylandtrust.org

PA Cleanways

Helps people who are ready to take action against illegal dumping and littering in their communities.

Phone: 724-836-4550

Web site: www.pacleanways.org

Pittsburgh Life Sciences Greenhouse

Provides capital investments, customized company formation, and business growth services to our region’s life sciences enterprises.

Phone: 412-201-7370

Web site: www.plsg.com

Pittsburgh Parks Conservancy

Improves Pittsburghers’ quality of life by restoring the park system to excellence in partnership with the City.

Phone: 412-682-7275

Web site: www.pittsburghparks.org

Pittsburgh Region Clean Cities

Works to improve the air quality and to facilitate energy independence in the Pittsburgh region.

Phone: 412-395-3112

Web site: www.pitt.edu/~altfuels

RiverQuest

Provides river-based educational adventure programs for students, teachers, and the community.

Phone: 412-231-2712

Web site: www.riverquest.org

Steel City Biofuels

Builds the awareness, policy, technology and infrastructure necessary for the sustainable production and use of biofuels in Southwestern Pennsylvania.

Phone: 412-241-9322

Web site: steelcitybiofuels.org

Venture Outdoors

Works to make the outdoor recreation community a vibrant centerpiece of the region.

Phone: 412-255-0564

Web site: www.ventureoutdoors.org

FAMILY SERVICES & DISABILITIES

According to the 2006 American Community Survey, **there are about 200,000 individuals with disabilities living in the Pittsburgh area.** The survey also reports that approximately 23% of families in the Pittsburgh region have no husband or wife present and that more than 27% of households consist of one of more people under the age of 18.

Achieva

Provides comprehensive services and support for children and adults with disabilities and their families.

Phone: 412-995-5000

Web site: www.achieva.info

Allegheny East MH/MR Center

Provides behavioral health services to individuals and families in the eastern suburbs of Allegheny County.

Phone: (724) 863-5303

Web site: www.aemhmr.org

Alpha House, Inc.

Provides help and hope for substance abusers through a “whole person” approach.

Phone: 412-363-4220

Web site: www.alphahouseinc.org

Angel’s Place

A total family development program for single, low-income student parents and their children.

Phone: 412-321-4447

Web site: www.angelsplaceph.org

The Bradley Center

Serves abused, neglected, and dependent children.

Phone: 412-788-8219

Web site: www.thebradleycenter.org

The Brashear Association

Offers a full spectrum of programs and services that span from infancy to the elderly, from community service to community action.

Phone: 412-431-2236

Web site: www.brashearassociation.org

Christian Associates of Southwest Pennsylvania

Helps Christians of Southwestern Pennsylvania fulfill a longing to work together as servants of Christ.

Phone: 412-688-9070

Web site: www.casp.org

The Early Learning Institute

Helps children to realize their full potential through a continuum of early intervention and early childhood education programs.

Phone: 412-922-8322

Web site: www.earlylearninginstitute.org

East Liberty Family Health Care Center

Offers quality, whole-person healthcare to all, especially the poor.

Phone: 412-361-8284

Web site: www.elfhcc.com

★ The Emmaus Community Center

Serves persons with mental retardation/developmental disabilities and promotes public awareness of their needs.

Phone: 412.381.0277

Web site: www.theemmauscommunityofpgh.com

Every Child, Inc.

Works to ensure a caring, healthy, and lasting family for children.

Phone: 412-665-0600

Web site: www.everychildinc.org

Family House

Provides a special “home away from home” for patients and their families who travel to Pittsburgh.

Phone: 412-647-5811

Web site: www.familyhouse.org

Family Links

Provides mental health programs, youth and family programs, adult community services, treatment programs, and school-based prevention services.

Phone: 412-661-1800

Web site: www.familylinks.org

Family Resources

Works to prevent child abuse and strengthen families through programs focusing on the family unit.

Phone: 412-363-1702

Web site: www.familyresourcesofpa.org

Family Services of Western Pennsylvania

Provides a wide variety of programs, services, and activities for children, adults, and families.

Phone: 412-820-2050, ext. 417

Web site: www.fswp.org

Gilda’s Club of Western Pennsylvania

Provides a meeting place for men, women, and children living with cancer.

Phone: 412-338-1919

Web site: www.gildasclubwesternpa.org

Glade Run Lutheran Services

Provides a link between faith and service.

Phone: 724-452-4453

Web site: www.gladerun.org

Hilltop Health Ministries Consortium

Helps home-centered, isolated elderly individuals, as well as marginalized young adults, to access public health and wellness resources.

Phone: 412-381-4710

Web site: www.allentownalive.org/HilltopHealthSimple.html

Holy Family Institute

Provides a variety of services to preserve families, strengthen communities, and help children succeed. Programs include residential care, counseling, education, and treatment.
Phone: 412-766-4030
Web site: www.hfi-pgh.org

Keystone Paralyzed Veterans of America

A congressionally chartered service organization with expertise on issues relating to veterans of the armed services.
Phone: 412-781-2474
Web site: www.kpva.org

Lydia's Place

Helps female offenders and their children rebuild their lives.
Phone: 412-391-1013
Web site: www.lydiasplace.org

Metro Family Practice

Provides collaborative, non-hierarchical health care, guided by and responsive to the needs of its patients within a safe, empathetic, and respectful environment.
Phone: 412-247-2310
Web site: www.metrofamilypractice.org

Milestone

Serves the needs of behaviorally and intellectually challenged residents in Western Pennsylvania.
Phone: 412-371-7391
Web site: www.milestonecentersinc.org

Mon Yough Community Services

Fosters hope, renewal, healing, and wellness for those struggling with mental health, substance abuse disorders, and developmental disabilities.
Phone: 412-675-8530
Web site: www.mycs.org

Network of Hope

A faith-based organization that provides holistic care.
Phone: 412-492-4030
Web site: www.networkofhope.org

Neurofibromatosis

Raises awareness about Neurofibromatosis (NF) and funds clinical services, family programs, and research to improve NF treatment and management.
Phone: 412-795-3029
Web site: www.nfpittsburgh.org

North Hills Youth Ministry Counseling Center

A non-denominational community service organization that provides counseling and preventive, educational, and advocacy services.
Phone: 412-366-1300
Web site: www.nhymcc.org

The NorthShore Community Alliance

Provides intensive in-home training to families in crisis.
Phone: 412-322-7400
Web site: www.nca-pgh.org

★ **Parental Stress Center**

Aims to prevent child abuse and neglect by providing family education, counseling, and intensive support.
Phone: 412-361-4800
Web site: www.pscfamily.net

★ **Partners for Quality, Inc.**

Provides support to people with intellectual and social challenges.
Phone: 412-771-0232
Web site: www.pfq.org

★ **Pittsburgh Action Against Rape**

Responds to survivors of sexual violence with crisis intervention, counseling, and advocacy.
Phone: 412-431-5665
Web site: www.paar.net

Primary Care Health Services Inc.

A specialty outpatient clinic also known as the Alma Illery Medical Center.
Phone: 412-244-4700

Providence Connections

An umbrella organization over Providence Family Support Center and Amelia House.
Phone: 412-766-3860
Web site: www.providenceconnections.com

Rankin Christian Center

Ministers to the physical, social, cultural, and spiritual needs of children, youth, and families.
Phone: 412-271-8313
Web site: www.rankinchristiancenter.org

Residential Resources

Provides affordable, well-maintained residential housing to persons with disabilities.
Phone: 412-642-9033
Web site: www.residentialresourcesinc.org

★ **Southwinds, Inc**

Provides quality residential care and life skills training for adults with developmental challenges.
Phone: 724-941-7600
Web site: www.southwindsinc.org

Sunlight of the Spirit

Supports families and significant others who love a person with the disease of addiction.
Phone: 412-429-1047
Web site: www.sunlightspirit.org

Three Rivers Adoption Council

A multi-service agency serving children and adoptive families.
Phone: 412-471-8722
Web Site: www.3riversadopt.org

Try-Again Homes

Provides safe, nurturing places for children in need.
Phone: (724) 225-0510
Web site: www.try-againhomes.org

Turtle Creek Valley MH/MR, Inc.

Empowers individuals and families with behavioral, mental health, substance abuse, and developmental issues through services, care, and support.
Phone: 412-351-0222
Web site: www.tcv.net

UCP of Southwestern Pennsylvania

Works toward the advancement, productivity, and full citizenship of children and adults with disabilities.
Phone: 724-229-0851
Web site: www.ucp.org

Visiting Nurses Association

A home care agency offering services, medical equipment, and supplies to assist individuals in maintaining their independence and quality of life.
Phone: 877-862-6659
Web site: www.vna.com

★ **Women's Center & Shelter**

Provides a 24-hour crisis hotline, temporary shelter, ongoing individual counseling and support groups, advocacy, and support services for female victims of domestic violence and their children.
Phone: 412-687-8005
Web site: www.wcpspittsburgh.org

Young Men and Women's

African Heritage Association

Provides services for children and families in the areas of social services, sports and recreation, arts, education, economic development, and spirituality.
Phone: 412-322-4008
Web site: www.ymwaha.org

Youth Enrichment Services

Designs and implements educational programs for minority children living in public housing and economically disadvantaged communities.
Phone: 412-661-7834
Web site: www.youthenrichmentservices.org

PHILANTHROPY

The Pittsburgh region is blessed by a thriving foundation community. In 2006, total giving by foundations in the Pittsburgh region was recorded at \$560,279,866 by Foundation Center, making it one of the highest giving totals by region in the United States. Currently, two of top 50 foundations by assets are located in Pittsburgh. Main programs funded by foundations include education, health and human services, arts, environment, and economic development.

Birmingham Foundation

Serves the south neighborhoods of Pittsburgh through health-related and human services grantmaking.
Phone: 412-481-2777
Web site: www.birminghamfoundation.org

The Buhl Foundation

Invests in the well-being of the citizens of the City of Pittsburgh and Allegheny County.
Phone: 412-566-2711
Web site: www.foundationcenter.org

Claude Worthington

Benedum Foundation

Encourages human development through strategically placed charitable resources.
Phone: 412-288-0360
Web site: www.benedum.org

Community Foundation of Fayette County

Promotes philanthropy and community improvement in our part of Pennsylvania by attracting, managing, and distributing charitable resources.
Phone: 724-437-8600
Web site: www.cffayettepa.org

★ Visit www.greatnonprofits.org for reviews of this 2008 GPNP member organization.

Community Foundation of Westmoreland County

Encourages local residents to become philanthropists, provides grants, and serves as a community leader.
Phone: 724-836-4400
Web site: www.cfwestmoreland.org

Falk Foundation

Works to achieve a tolerant, just, and inclusive society.
Phone: 412-261-2485
Web site: www.falkfund.org

The Fine Foundation

The Fine Foundation supports projects in the visual arts, Jewish life, science and medicine, and the enrichment of the Pittsburgh region.
Phone: 412-444-3521

FISA Foundation

Builds a culture of respect and improves the quality of life for women, girls, and people with disabilities.
Phone: 412-456-5550
Web site: www.fisafoundation.org

Grable Foundation

Helps children and youth to become independent, caring, contributing members of society by supporting programs critical to a child's successful development.
Phone: 412-471-4550
Web site: www.grablefdn.org

The Heinz Endowments

Helps Southwestern Pennsylvania thrive as a whole community – economically, ecologically, educationally, and culturally.
Phone: 412-281-5777
Web site: www.heinz.org

Jewish Healthcare Foundation

Supports and fosters healthcare services, healthcare education, and medical and scientific research.
Phone: 412-594-2550
Web site: www.jhf.org

The Pittsburgh Foundation

The 14th-largest community foundation in the country. It works to improve the quality of life in the Pittsburgh region by evaluating and addressing community issues, promoting charitable giving, and connecting donors to the critical needs of the community.
Phone: 412-391-5122
Web site: www.pittsburghfoundation.org

McCune Foundation

Enables communities and nonprofit institutions to improve the quality of life for present and future generations.
Phone: 412-644-8779
Web site: www.mccune.org

Pittsburgh Planned Giving Council

Promotes gifts to charity as a positive way to achieve individual estate planning objectives.
Phone: 412-232-0551
Web site: www.ppgc.net

Poise Foundation

Develops and enhances the participation of African-American philanthropists in the economic and social development of the black community.
Phone: 412-281-4967
Web site: www.poisefoundation.org

Program to Aid Citizens Enterprise

Supports the growth of community-based organizations.
Phone: 412-562-0290
Web site: www.pacepgh.com

★ **United Way of Allegheny County**

Streamlines the process of getting dollars to agencies impacting critical community needs.
Phone: 412-261-6010
Web site: www.unitedwaypittsburgh.org

Women & Girls Foundation

Seeds, supports, and strengthens women's and girls' efforts to achieve social and economic justice in Southwestern Pennsylvania.
Phone: 412-434-4883
Web site: www.wgfsdpa.org

POVERTY & HUNGER

With nearly 12% of the population living in poverty,¹⁴ the Pittsburgh region has significant needs with regard to housing and food. Almost 25% of renter households and 6% of owner households live below the poverty level,¹⁵ and one in seven people in Southwestern Pennsylvania do not get enough food to eat.¹⁶

Allegheny Valley Association of Churches

Provides food and other assistance to families in need.
Phone: 724-226-0606
Web site: www.avaoc.org

Catholic Charities of the Diocese of Pittsburgh

Strengthens families and empowers self-sufficiency through counseling, emergency relief, housing, tangible assistance, and mother and infant programs.
Phone: 412-456-6999
Web site: www.ccpgh.org

Community Human Services Corporation

Seeks to enhance people's lives and strengthen communities by providing opportunities to develop individual potential and by delivering comprehensive services.
Phone: 412-621-4706
Web site: www.chscorp.org

★ **East End Cooperative Ministry Inc.**

Provides residents of Pittsburgh's East End with food and shelter and helps families and individuals escape the cycle of poverty.
Phone: 412-361-5549
Web site: www.eecm.org

★ **Greater Pittsburgh Community Food Bank**

Works with nearly 350 member agencies located throughout the 11-county region.
Phone: 412-460-FOOD
Web site: www.pittsburghfoodbank.org

★ **Human Services Center Corporation (HSCC)**

Improves the quality of life for children, adults, and families in the Mon Valley area.
Phone: 412-829-7112
Web site: www.hscc-mvpc.org

Light of Life Rescue Mission

Rescues and rehabilitates homeless and needy men, women, and children.
Phone: 412-803-4123
Web site: www.lightoflife.org

★ **North Hills Community Outreach**

Addresses the spiritual, emotional, physical, and material needs of people in crisis, hardship, and poverty.
Phone: 412-487-6316
Web site: www.nhco.org

Northside Common Ministries

Provides emergency shelter for men and distributes food through its Community Food Pantry.
Phone: 412-323-1163
Web site: www.northsidecommonministries.org

★ **Rainbow Kitchen Community Services**

Serves low-income individuals through programs that address hunger, child nutrition, and career needs.
Phone: 412-464-1892
Web site: www.rainbowkitchen.org

The Salvation Army Family Crisis Center

Provides housing assistance to families in crisis and supports transition into permanent homes.
Phone: 412-394-4800
Web site: www.salvationarmy-wpa.org

Sisters Place

A supportive housing community committed to assisting single parent families who are homeless in Southwestern Pennsylvania.
Phone: 412-233-3903
Web site: www.sistersplace.org

Society of St. Vincent DePaul

Operates a thrift store, food bank, transitional housing program, Christmas gift distribution program, and Catholic burial services for those who die in poverty.
Phone: 412-321-1071
Web site: www.svdppitt.org

South Hills Interfaith Ministries

Serves neighbors in need in the South Hills.
Phone: 412-854-9120
Web site: www.shim-center.org

Travelers Aid

Supports a network of human service provider organizations committed to assisting individuals and families who are in transition or crisis, and are disconnected from their support systems.
Web site: www.travelersaid.org

PUBLIC HEALTH

Home to the University of Pittsburgh Medical Center (UPMC) – ranked 13th in the country by *U.S. News and World Report* and the largest academic medical provider in the nation – Pittsburgh is a leader in the healthcare field. **Employing greater than 15% of the Pittsburgh metro area's workforce,¹⁷ the healthcare industry includes 52 hospitals and nearly 11,000 beds.¹⁸**

★ **Adagio Health**

Provides healthcare for women and families.
Phone: 412-288-2130
Web site: www.adagiohealth.org

Addison Behavioral Care

Provides substance abuse prevention, intervention, and treatment services to individuals and families.
 Phone: 412-731-2353
 Web site: www.abcpgh.org

Allegheny Health Choices

Provides high-quality mental health and substance abuse treatment.
 Phone: 412-325-1100
 Web site: www.ahci.org

ALS Association, Western PA- West Virginia Chapter

ALS' vision is to care for and support all people living with Lou Gehrig's disease.
 Phone: 412-821-3254
 Web site: webwpawv.alsa.org

American Respiratory Alliance

Offers programs for adults with chronic lung diseases, children with asthma and their parents, and individuals who would like to quit smoking.
 Phone: 724-772-1750
 Web site: www.healthylungs.org

Blind & Vision Rehabilitation Services

Provides a wide range of programs and services to people of all ages who are blind and visually impaired.
 Phone: 412-368-4400
 Web site: www.pghvis.org

Brothers' Brother Foundation

Promotes international health and education through the distribution of donated medical, educational, and agricultural resources.
 Phone: 412-321-3160
 Web site: www.brothersbrother.org

Center for Hearing and Deaf Services

Provides a diverse and affordable program of quality diagnostic, rehabilitative and supportive services.
 Phone: 412-281-1375
 Web site: www.hdscenter.org

A Child's Place at Mercy

Provides care to children who are suspected to have been abused or neglected.
 Phone: 412-232-7200
 Web site: www.mercybehavioral.org

Consumer Health Coalition

Enhances access to quality, affordable healthcare for all people in Southwestern Pennsylvania.
 Phone: 412-456-1877
 Web site: www.consumerhealthcoalition.org

CONTACT Pittsburgh

Offers immediate emotional support by telephone for people who may be suicidal, in emotional distress, or in need of reassurance, information, or referral services.
 Phone: 412-820-0100
 Web site: www.contactpgh.org

Epilepsy Foundation of Western Pennsylvania

Provides public education and supportive services to individuals and families affected by epilepsy/seizure disorders.
 Phone: 412-322-5880
 Web site: www.efwp.org

Fayette County Drug & Alcohol Commission Inc.

Promotes addiction-free living by empowering individuals to access education, intervention, assessment, treatment, and referral sources.
 Phone: 724-438-3576
 Web site: www.fcdaa.org

Gateway Rehabilitation Center

Provides comprehensive care to chemically dependent adults, youth, and their families.
 Phone: 800-472-1177
 Web site: www.gatewayrehab.org

Good Grief Center for Bereavement Support

Operates a resource center and safe place.
 Phone: 412-461-1776
 Web site: www.ggconline.org

Health Hope Network

Offers a proven fundraising capability, minimal administrative costs and the ability to deliver certain services at much lower cost than government and independent health insurance providers.
 Phone: 412-904-3036
 Web site: www.healthhopenetwork.org

Institute for Research and Education and Training in the Addictions

Improves the recognition, prevention, treatment, research, and policy related to addiction and recovery by working with national, state, and local partners
 Phone: 412-258-8565
 Web site: www.ireta.org

Irene Stacy Community Mental Health Center

Provides outpatient and residential services for individuals who struggle with mental illness, substance abuse, and developmental disabilities.
 Phone: 724-287-0791
 Web site: www.irenestacy.com

Magee-Women's Health Foundation

Works toward excellence in research related to the health of women and their infants.
 Phone: 412-641-1427
 Web site: institute.mwrf.org

Marion Manor Corporation

A nursing facility that offers personal, intermediate, skilled, and Alzheimer's care for adults.
 Phone: 412-440-4300
 Web site: www.marianmanor.com

Mental Health America of Allegheny County

Provides educational, advocacy, legal, and outreach services for those affected by mental illnesses and/or substance use disorders.
 Phone: 412-391-3820
 Web site: www.mhaac.net

The Midwife Center

A freestanding birth center offering well-woman gynecological care, prenatal care, and childbirth in a warm and supportive environment.
 Phone: 412-321-6880
 Web site: www.midwifecenter.org

Multiple Sclerosis Services Society

Provides services designed to make MS more manageable, aimed at maintaining one's maximum independence, dignity, and comfort.
 Phone: 412-539-1090
 Web site: www.mspittsburgh.org

NAMI Southwestern PA

Helps families and individuals affected by mental illness achieve lives of quality and respect.
 Phone: 412-366-3788
 Web site: www.namispwa.org

★ **North Side Christian Health Center**

Provides whole-person primary health care to underserved persons on the North Side and surrounding neighborhoods.
 Phone: 412-321-4001
 Web site: www.nschc.org

Peoples Oakland

Supports people who are recovering from serious and persistent mental illness and/or substance abuse disorders.
 Phone: 412-683-7140
 Web site: www.peoplesoakland.org

Pittsburgh AIDS Task Force

Works to save, sustain, and empower the lives of people living with HIV/AIDS and to prevent the spread of infections.
 Phone: 412-345-7456
 Web site: www.patf.org

POWER

Provides quality treatment and support services to women seeking recovery from addiction.
 Phone: 412-271-0500
 Web site: www.power-recovery.com

Spina Bifida Association of Western PA

Improves the quality of life for people with disabilities, especially those with spina bifida and their families.
 Phone: 800-243-5787
 Web site: www.sbawp.org

Tobacco Free Allegheny

Administers tobacco prevention and cessation programs in Allegheny County.
 Phone: 412-322-TFA1 (8321)
 Web site: www.tobaccofreeallegheny.org

Valley Ambulance Authority

Web site: www.valleyambulance.org

Vincenzian Collaborative Services

Coordinates ministries with the aging and meets the goal of providing care that is compassionate, affordable, dignified, and strongly spiritual in nature.
 Phone: 412-630-9980
 Web site: www.vcs.org

Westmoreland Case Management & Supports, Inc.

Assists clients in accessing services and provides ongoing service coordination, monitoring, and support.
 Phone: 800-836-6010
 Web site: www.wcsi.org

★ Visit www.greatnonprofits.org for reviews of this 2008 GPNP member organization.

WORKFORCE DEVELOPMENT

With a lower-than-average unemployment rate (4.3% compared to the national average of 4.6%), Pittsburgh ranks within the top 10 places to start as a young professional and to grow personal wealth.¹⁹ **Since 1990, employment in the Pittsburgh region has grown by more than 10%²⁰** and *Kiplinger's Personal Finance* rated Pittsburgh ninth in "Smartest Places to Live."

Dress for Success

Promotes the economic independence of disadvantaged women by providing professional attire, a support network, and career development tools.
Phone: 412-201-4204
Web site: www.dressforsuccess.org

Goodwill Industries of Pittsburgh

Helps people with special needs to overcome barriers to employment and enjoy the dignity and benefits of work.
Phone: 412-481-9005
Web site: www.goodwillpitt.org

Hispanic Center

Assists Hispanic workers through recruitment, placement, relocation, education, and family mentoring services.
Phone: 412-322-2717
Web site: www.pghhispaniccenter.org

Idea Foundry, Inc.

Transforms entrepreneurs' ideas into fundable startups through business skills, knowledge, and funding.
Phone: 412-682-3067
Web site: www.ideafoundry.org

Jewish Family & Children's Services

Improves the quality of life in the Jewish and general communities through psychological, employment, and social services.
Phone: 412-422-7200
Web site: www.jfcsphg.org

Ladies Hospital Aid Society

A community partner that supports people in need of healthcare and related services.
Phone: 412-648-6106
Web site: www.lhas.net

Life's Work

Helps persons with disabilities or other employment barriers enter the workplace and achieve independence and dignity through productive employment.
Phone: 412-471-2600
Web site: www.lifesworkwpa.org

Three Rivers Workforce Investments Board (TRWIB)

Informs decision-making on regional development.
Phone: 412-552-7090
Web site: www.trwib.org

Working Order

Helps persons with disabilities start small businesses or find meaningful work.
Phone: 412.782.5344
Web site: www.voapa.org

YOUTH DEVELOPMENT

Nearly 11% of the Pittsburgh area's population is under the age of 18²¹ and of the 490,000 youth in the Pittsburgh metro area ages 3 through 19, almost 90% are enrolled in a public or private school. But conversely, with an estimated 9% of youth ages 15 through 19 not enrolled in school,²² youth programs are essential to ensure that children thrive academically and are well-prepared for adulthood. To meet these needs, **nearly 1,000 different afterschool programs are offered in schools, churches, and recreation and community centers across Southwestern Pennsylvania.**²³

Allegheny Youth Development

Meets the educational and personal development needs of at-risk teenage boys through afterschool and evening programs.
Phone: 412-766-5040
Web site: www.ayd.org

Asset Incorporated

Improves the abilities of teachers and the performance of students with initial efforts in K-8 science education.
Phone: 412-481-7320
Web site: www.assetinc.org

★ Auberle

Serves children and families at risk through residential care, foster care, emergency shelter, in-home intervention, education, and community programs.
Phone: 412-673-5800
Web site: www.auberle.org

Beginning with Books

Provides information, materials, skill development, and encouragement that enable parents and adults to promote literacy development of children in their care.
Phone: 412-361-8560
Web site: www.beginningwithbooks.org

Big Brothers Big Sisters of Greater Pittsburgh

Provides one-on-one youth mentoring programs and services.
Phone: 412-363-6100
Web site: www.bbbsphg.org

Boys and Girls Club of Western PA

Offers leadership development, education, career development, health, fitness, and life skills to youth age 5-18.
Phone: 412-782-5710
Web site: www.bgcwpa.org

Camp Fire

Provides a small group mentoring experience in which children are actively involved in creating their own learning experience.
Phone: 412-782-5710, ext. 110
Web site: www.bgcwpa.org

Coalition for Christian Outreach

A campus ministry that partners with churches, colleges, and other organizations.
Phone: 412-363-3303
Web site: www.ccojubilee.org

★ Communities in Schools of Pittsburgh, Allegheny County

Creates and manages school/community partnerships that meet students' academic and social needs.
Phone: 412-471-7911
Web site: www.cispac.org

Diakonia Ministries

Promotes change through programs that are specifically tailored to meet the needs of the Homewood-Brushton community.
Phone: 412-251-1227

★ Girl Scouts of Western Pennsylvania

Offers opportunities for girls to develop positive values and to contribute to society as leaders, thinkers, and responsible citizens.
Phone: 800-248-3355
Web site: www.gswpa.org

Gwen's Girls

Helps girls become self-sufficient adults, equipped with the capacity to continuously evolve emotionally, physically, and spiritually.
Phone: 412-731-7670
Web site: www.gwensgirls.org

Homeless Children's Education Fund

Works to give homeless children equal access to the same educational opportunities and experiences as their peers.
Phone: 412-562-0154
Web site: www.hcfef.org

Junior Achievement of Western PA

Teaches students how business works through hands-on economic education programs.
Phone: 724-772-5900
Web site: www.jaswpa.org

Manchester Youth Development Center

Provides educational, recreational, and cultural experiences to urban youth through a school, daycare center, afterschool program, and Saturday events.
Phone: 412-322-0585
Web site: www.mydc.org

★ Mentoring Partnership of Southwestern PA

Helps to establish mentoring programs, provides technical assistance to ongoing programs, recruits and trains mentor volunteers, and convenes mentoring staff and volunteers monthly to share resources.
Phone: 412-281-2535
Web site: www.mentoringpittsburgh.org

PHASE 4 Learning Center

Provides a nontraditional option for students to earn high school diplomas and prepare for the future.
Phone: 412-650-9004
Web site: www.phase4learningcenter.org

Pittsburgh Leadership Foundation

Equips and connects people to follow the leadership principles demonstrated by Jesus.
Phone: 412-281-3752
Web site: www.plf.org

The Pittsburgh Project

Operates afterschool and summer programs for children and young people on the Northside.
Phone: 412-321-1678
Web site: www.pittsburghproject.org

Pressley Ridge

Offers social services, special education, and mental health services to troubled children and their families.
Phone: 412-321-6995
Web site: www.pressleyridge.org

★ Reading Is FUNDamental Pittsburgh

Provides the resources, motivation, opportunities, and skills for children ages 2 through 12 to read.
Phone: 412-321-8022
Web site: www.rifpittsburgh.org

Smart Futures

Works to make career education part of every Pennsylvania classroom – to use the prospect of a rewarding, well-paying career to motivate student achievement.
Phone: 412-288-3900
Web site: www.smartfutures.org

Three Rivers Youth (TRY)

Offers services to abused, neglected, runaway, and homeless youth and their families.
Phone: 412-766-2215
Web site: www.threeriversyouth.org

★ Tickets for Kids Foundation

Exposes low-income children and their families to live arts, cultural, educational, sporting, and family entertainment events.
Phone: 412-781-KIDS
Web site: www.ticketsforkidsfoundation.org

Urban Mountain Gathering Place

A nonprofit conference center that supports vulnerable youth.
Phone: 412-381-8647
Web site: www.umgp.com

★ Urban Youth Action, Inc.

A youth education and development program that emphasizes the importance of education, employment readiness, and community service.
Phone: 412-391-7807
Web site: www.urbyouthaction.org

★ Wesley Spectrum Services

Provides unique school, mental health, and family programs for children suffering from developmental and behavioral health issues.
Phone: 412-831-9390
Web site: www.wesleyspectrum.org

Wireless Neighborhoods

An alliance of community and faith organizations that supports children's education, promotes economic development, and addresses other social barriers facing residents.
Phone: 412-363-1914
Web site: www.wireless-neighborhoods.org

★ YMCA of Greater Pittsburgh

Builds strong kids, strong families, and strong communities through programs that build health spirit, mind, and body for all.
Phone: 412-227-3800
Web site: www.ymcaofpittsburgh.org

OTHERS

ASSOCIATE MEMBERS

Bookminders

Provides automated accounting and information management services.
Phone: 412-323-2665
Web site: www.bookminders.com

Campos, Inc.

A market research and strategic marketing consulting organization.
Phone: 412-471-8484
Web site: www.campos.com

Dewey & Kaye

Provides strategy development, planning, financial sustainability, facilitation, training, and executive search services for nonprofit organizations.
Phone: 412-281-9690
Web site: www.deweykaye.com

The Hill Group

Provides management consulting services to government, for-profit, and not-for-profit organizations.
Phone: 412-722-1111
Website: www.hillgroupinc.com

Maier Duessel

Provides comprehensive accounting and consulting services to clients in the government and nonprofit sectors.
Phone: 412-471-5500
Web site: www.md-cpas.com

Marshall Gordon Consulting

Provides strategic planning, organizational development, and resource development services for nonprofit human service agencies.
Phone: 412-571-1076

Rhoades and Wodarczyk

Phone: 412-765-2228

Schneider Downs

Provides accounting, tax, and business advisory services using advanced technology and careful analysis.
Phone: 412-261-3644
Web site: www.sdcpa.com

Tailored Marketing

A marketing and advertising consultancy that helps companies and nonprofit organizations achieve their marketing goals.
Phone: 412-281-1442
Web site: www.tailoredmarketing.com

Write-Click Solutions, LLC

Specializes in grantsmanship, logical thinking and analytical skills with attention to detail and strong writing skills.
Phone: 724-935-0111
Web site: www.writeclicksolutions.com

NONPROFITS

Bayer Center for Nonprofit Management

Serves the nonprofit sector through consulting services, educational programs, and workshops.
Phone: 412-262-8206
Web site: www.rmu.edu/bcnm

Catalyst Connection

Helps small and medium-sized manufacturers improve their competitive performance through customized consulting services.
Phone: 412-918-4300
Website: www.catalystconnection.org

Community Technical Assistance

Builds and strengthens effective community-based organizations through training, individualized consulting services, referrals, and publications.
Phone: 412-231-2822
Web site: www.ctaconline.org

Grantmakers of Western Pennsylvania

A professional membership association for grantmakers to learn and work together.
Phone: 412.471.6488
Web site: www.gwpa.org

Mid-Atlantic Network of Youth & Family Services (MANY)

Provides crisis intervention, family reunification, and for family and youth in the child welfare system.
Phone: 412-366-6562
Web site: www.manynet.org

Nonprofit Leadership Institute

Provides leadership development, resources, training, and best practices information to support peak-performing boards.
Phone: 412-396-5600
Web site: www.sites.duq.edu/nli

Pennsylvania Association of Nonprofit Organizations (PANO)

A statewide membership organization serving and advancing the charitable nonprofit sector in Pennsylvania.
Phone: 717-236-8584
Web site: www.pano.org

RAND Corporation

Improves policy and decision-making through research, objective analysis, and effective solutions.
Phone: 412-683-2300
Web site: www.rand.org

Social Innovation Accelerator

Assists nonprofit organizations to develop and launch earned income ventures.
Phone: 412-325-2202
Web site: www.acceleratenow.org

Three Rivers Area Labor Management Committee

A management consulting services provider.
Phone: 412-338-2300

SOURCES CITED

- ¹ *Forbes* magazine
- ² National Low Income Housing Coalition
- ³ 2006 American Community Survey
- ⁴ 2006 American Community Survey
- ⁵ University of Pittsburgh Institute on Aging
- ⁶ Western Pennsylvania Humane Society
- ⁷ *American Arts* magazine
- ⁸ Charity Navigator
- ⁹ 2006 County Business Patterns
- ¹⁰ Carnegie Mellon University
- ¹¹ Carnegie Mellon University
- ¹² PittsburghEducation.com
- ¹³ U.S. Green Building Council
- ¹⁴ 2006 American Community Survey
- ¹⁵ National Low Income Housing Coalition
- ¹⁶ Greater Pittsburgh Community Food Bank
- ¹⁷ Bureau of Labor Statistics
- ¹⁸ Pittsburgh Regional Alliance
- ¹⁹ Carnegie Mellon University
- ²⁰ Bureau of Labor Statistics
- ²¹ 2006 American Community Survey
- ²² 2006 American Community Survey
- ²³ Southwestern PA Afterschool

★ Visit www.greatnonprofits.org for reviews of this 2008 GPNP member organization.

Acknowledgments

The Forbes Funds staff

Diana Bucco, President

McCrae Martino, Senior Program Officer

Vivien Luk, Program Officer

Tamara Kilgore, Manager, GPNP

Amy Thomas, Office Manager

Kathryn McCaffrey, Intern

Andy McIntyre, Intern

Publication Contributors

Content: Strategy Solutions, Inc.

Design: Brady Communications

Photography: Annie O'Neil

Printing: Heeter Direct

This publication was produced in part with generous support from The Pittsburgh Foundation.

