



FEBRUARY 2023

Analysis of Regional Capacity- Building Project



COMMON
CAUSE
CONSULTANTS

TABLE OF CONTENTS

Letter from President & CEO	3
Executive Summary	4
Research Methodology and Findings	9
Capacity-Building Profiles	28
Promising Practices as Theory of Change	37
Capacity-Building Resources by County	58
.....	73
Beaver County Case Study	81
Westmoreland County Case Study	90
Libraries as Sites of Capacity-Building: A Case Study	95
Recommendations for Future Impact	104
Appendix: Outreach List	

LETTER FROM PRESIDENT & CEO

One of the benefits of being in a city with an impressive number of institutions of higher education is the access to a plethora of studies focused on its human condition.

Reviewing many of them over the last 18 years, we noticed that conditions weren't getting any better for our African American and other communities that were historically marginalized.

In addition to our stellar universities, Pittsburgh is also blessed with an impressive philanthropic community. In fact, Pittsburgh consistently ranks among the top 5 in the nation on a per capita basis for foundation assets.

This begs the question – why in a city of high human and financial assets are the disparities so high and so relentless?

In 2020 Program to Aid Citizen Enterprise, with the assistance of BCT Partners, examined the health of nonprofits who serve Pittsburgh and the surrounding region. What we found was that although capacity-building measurably increases the effectiveness of nonprofits, 66% of the nonprofits need more. Also interesting was the fact that 23% receive more capacity-building than they need. Sadly, but not surprisingly, the data also proved that nonprofits serving communities of color are funded inequitably when compared to nonprofits serving white or mixed communities.

In 2022, we commissioned Common Cause Consultants to dig deeper and to help us determine the availability and categorization of capacity-building programs in the region as well as what was needed. An ideal partner in this work, Common Cause Consultants specializes in strategy, research, and equitable community engagement with the goal of rapidly prototyping innovative solutions for mission-critical organizations.

As a capacity-building and funding intermediary, PACE cares deeply about the health of the regional nonprofit sector and ultimately about the communities it serves. As we use the results of this study to refine and determine our future programming, we hope other parts of our nonprofit ecosystem find it enlightening and join us in working towards a livable community for all.

Thank you to all of the nonprofits, intermediaries and funders who participated in this study. And a very special thank you to an anonymous funder who provided not only the financial resources to commission both studies but who also provided intellectual partnership in thinking about these issues.

With gratitude,

Lucille E. Dabney
President & CEO
Program to Aid Citizen Enterprise

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Background and Purpose

For over 50 years, Program to Aid Citizen Enterprise (PACE) has helped strengthen the capacity of people, groups, and organizations that fight to advance equity for marginalized communities. The Nonprofit Effectiveness Study, published by PACE in 2020, confirmed that many Black-led and Black-serving nonprofit organizations had far less access to resources for capacity-building than their white-led and white-serving counterparts in Western Pennsylvania. This has had an adverse influence on the ability of Black-led and Black-serving non-governmental organizations (NGOs) to improve the well-being of their communities and carry out their goals by decreasing their overall effectiveness.

In response to this glaring difference in access to capacity-building, Common Cause Consultants (CCC) investigated a crucial issue: How can PACE intervene to best serve nonprofits throughout the 10-county region of Southwestern Pennsylvania? The purpose of this report is to summarize the findings from the analysis of capacity-building efforts, opportunities, and challenges.

Research Methodology

In preparation for stakeholder engagement, CCC analyzed a variety of different types of data about capacity-building resources for Black-led and Black-serving nonprofits in Southwestern Pennsylvania including PACE's 2020 Nonprofit Effectiveness Survey, which revealed the disparities in access to capacity-building throughout the 10-county region. CCC then surveyed peer reports on capacity-building, which were limited in their geographic scope and analytic depth. Additionally, CCC examined county-specific reports for key counties, such as Allegheny, Beaver, and Westmoreland.

EXECUTIVE SUMMARY

Key Preliminary Research Findings

Research on capacity-building in the Pittsburgh region is dated.

Existing research could be more robust, especially outside of Allegheny County.

Nonprofits suffer from their own "long COVID."

Next, listening sessions were conducted in the form of interviews and focus groups to gather information from stakeholders on capacity-building efforts in the region. Stakeholders were recruited and categorized as nonprofits, intermediaries, government, higher education institutions, and funders. Intermediaries were defined as any entity that provides capacity-building or technical assistance to nonprofits and/or fiscally-sponsored initiatives outside of traditional grant-making.

A total of 29 interviews and 10 focus groups were conducted with stakeholders in the nonprofit sector between June 2022 and December 2022. Of the 324 people contacted across the 10-county Southwestern Pennsylvania region, 78 individuals participated from the varying stakeholder groups, including:

- Nonprofits: 14
- Intermediaries: 32
- Funders: 17
- Higher Education: 4
- Government: 11

Information from focus groups and interviews was analyzed and coded to reveal five key themes.

EXECUTIVE SUMMARY

Findings

Bearing in mind the difficulties and the potential opportunities for capacity-building support to guide initiatives that advance the nonprofit sector, there were five key themes that surfaced both qualitatively and quantitatively across all stakeholder groups during the listening sessions:

- 1. Racism and Systemic Inequalities:** The effects of racism and systemic inequities were expressed explicitly in varying degrees, whether it was the limited capacity and resources that Black-led and Black-serving organizations frequently have or the inability of intermediaries to find and develop relationships with these organizations.
- 2. Relationships:** Personal and professional connections among nonprofit organizations in Southwestern Pennsylvania facilitate access to funding, opportunities, and support. Stakeholders of all types, however, emphasized that it is unclear how to establish connections, foster trust, and leverage them for support.
- 3. Knowledge of Systems:** Stakeholders frequently expressed how difficult it is to determine what forms of capacity-building are offered, by whom, and to what degree. There is a lack of centralized data on capacity-building assistance. Without solid relationships, entities are stranded in a silo of uncertainties about how to use various capacity builders and how to access available opportunity channels.
- 4. Capacity:** To offer or engage in capacity-building support, an organization, intermediary, or funder must have the necessary capacity. Without it, stakeholders are unable to look for alternatives or implement opportunities and solutions.
- 5. Approaches to Funding:** Funding for NGOs is crucial, especially for those who offer vital assistance to their communities, and it's also important that money is divided more fairly between Black-led and white-led groups generally. Despite all the difficulties it brought, the pandemic provided a chance to test out new initiatives, form fresh alliances, and break through bureaucracy.

EXECUTIVE SUMMARY

Using PACE's Regional Indicators of Community Well-Being map to locate Black-led and Black-serving NGOs, Beaver and Westmoreland counties were highlighted as prospective areas for prioritizing more capacity-building initiatives. Beaver County, which has the most Black residents outside of Allegheny County, had disproportionately few Black-serving nonprofits. After Beaver County, Westmoreland County has the third-highest percentage of Black residents in Western Pennsylvania and the second-highest number of Black-serving nonprofits. In addition, libraries are often overlooked as entities that provide capacity-building support, which can be leveraged to increase access to capacity-building resources in the region.

Recommendations

The recommendations based on the project's findings emphasize PACE's overall role as a launchpad for a more equitable region for Black-led and Black-serving nonprofits:

Continue PACE's Work

PACE should continue to provide multi-year capacity-building support for nonprofits as well as utilize the tools they created for diagnosing specific needs of nonprofits and locating Black-led and Black-serving organizations outside of Allegheny County.

Conduct a Southwestern Pennsylvania ecosystem assessment every 3-5 years

It will be crucial to monitor how demographic changes have affected nonprofits throughout Southwestern Pennsylvania as PACE emphasizes Black-led and Black-serving organizations.

Leverage PACE's reputation and positioning to develop relationships

PACE's expertise, cross-sector positioning, and knowledge of the nonprofit sector make them uniquely positioned to foster relationships and create space for convening across stakeholder groups.

Advocate to funders on behalf of Black-led and Black-serving nonprofits

PACE can help ensure funders clearly state and prioritize grants designated for operating costs and shorter timelines.

EXECUTIVE SUMMARY

Focus on breaking the cycle of dependency between nonprofits and funders

In its capacity-building work, PACE should focus on helping nonprofits to build out their financial portfolios, such as helping them to develop fee-for-serving models or recruit high-level development staff.

Make connections with community anchors outside of Allegheny County

PACE should convene both the libraries and the higher education institutions — especially statewide universities like Penn State — to see if the groups can better coordinate their support of communities.

Prioritize counties with a large number of Black residents

PACE may evaluate the funding and capacity-building resources that are available in rural areas with a high percentage of Black residents, like Beaver County, and act as a primary organizer for those who require ongoing assistance and support to form relationships and devise cooperative strategies.



Research Methodology and Findings



RESEARCH FINDINGS

PROJECT BACKGROUND

In 2020, PACE released its Nonprofit Effectiveness Study, highlighting what many Black-led and Black-serving organizations already knew. These nonprofits have substantially less access to capacity-building resources than their white-led and white-serving peers. This reduces the overall effectiveness of Black-led and Black-serving nonprofits, ultimately impacting their ability to support their communities and execute their missions. In response to this apparent disparity in capacity-building access, PACE recruited Common Cause Consultants (CCC) to pursue a fundamental question:

How can PACE intervene to maximally benefit nonprofits across the 10-county region?

From June to December 2022, CCC led an outreach and listening effort that extended through Allegheny, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington, and Westmoreland Counties and reached a total of 324 people. The 78 participants included nonprofit leaders, capacity builders, funders, government officials, and higher education representatives. The findings in this report document the hopes, challenges, and solutions that these diverse stakeholders voiced, as well as strategies for PACE to address the broad capacity-building needs in Southwestern Pennsylvania's nonprofit sector.

RESEARCH FINDINGS

RESEARCH METHODOLOGY

Preliminary Research

In preparation for stakeholder engagement, CCC analyzed a variety of different types of data about capacity-building resources for Black-led and Black-serving nonprofits in Southwestern Pennsylvania. The foundation for this research was PACE’s 2020 Nonprofit Effectiveness Study, which revealed the disparities in access to capacity-building throughout the 10-county region. CCC then surveyed peer reports on capacity-building, which were limited in their geographic scope and analytic depth. To buttress existing research, CCC examined county-specific reports for key counties, such as Allegheny, Beaver, and Westmoreland. Understanding the county’s nonprofit and philanthropic landscape provided necessary context for the opportunities and challenges that organizations face in those counties. Finally, CCC inherited unpublished interviews with 8 regional foundations on how philanthropy can support capacity-building.

Key Preliminary Research Findings

Research on capacity-building in the Pittsburgh Region is dated: Many reports clustered around the 2009 financial crisis, presenting a major data gap between PACE’s 2020 study and previous studies.

Existing research is thin, especially outside of Allegheny County: Analyses of capacity-building for nonprofits as well as the challenges that Black-led and Black-serving organizations face is primarily based in Allegheny County. There is little study of these resources or organizations in surrounding counties.

Nonprofits suffer from their own “long COVID”: The pandemic placed a huge demand on nonprofits, many of which felt the effects of the Great Resignation. These nonprofits are still recovering, especially with regard to capacity, and they have struggled to sufficiently re-staff their organizations.

**Study does not include local and national independent consultants or firms that serve the sector, or the easily accessible webinars and other learning opportunities that were developed during the Covid-19 pandemic.*

RESEARCH FINDINGS

Stakeholder Engagement

The project's core component was deep listening and outreach, in the form of focus groups and interviews. Below is a summary of how CCC approached outreach to different stakeholders in diverse counties.

Geographic Scope

Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington, and Westmoreland Counties.

Stakeholder Categories*

In order to understand the ecosystem of capacity-building support, CCC organized stakeholders into three types:

- **Nonprofits:** Black-led and Black-serving.
- **Intermediaries:** Those who provide capacity-building support to nonprofits as well as capacity-building-focused organizations such as PACE, The Bayer Center for Nonprofit Management at Robert Morris University, The Forbes Funds, New Sun Rising, and Neighborhood Allies. These included:
 - Private consultants
 - Libraries
 - Institutions of Higher Education
 - Government Departments and Electeds at the County Level
- **Funders:** Grant-making entities, including community foundations, private and corporate foundations.

*These categories were a tool for comparing dissimilar entities, but they do not account for the overlaps between groups. For example, government departments both award funding and provide capacity-building support, while some intermediaries are themselves nonprofits.

RESEARCH FINDINGS

Stakeholder Recruitment

CCC identified stakeholders through a variety of means:

Funding Records

Most regional foundations publish a record of their grantmaking that includes the recipient, a grant description, and the amount. By analyzing the distribution of capacity-building grants, CCC pinpointed Black-led and Black-serving organizations that have a history of receiving this type of support.

PACE's Regional Indicators of Community Well-Being Map

This interactive map charts the location and financial health of nonprofits, and enables users to search by program type, county, capacity score (the amount of financial reserves that an organization has), community wellbeing, and community diversity. CCC used this tool to locate nonprofit organizations that served areas with “more people of color,” that were labeled as “deprived, in decline, or fragile” by the Area Deprivation Index. Additional regions of focus had a capacity score of “fair to good” in the Community Well-Being Map.

Internet Search

In the early stages of the project, CCC used the various types of capacity-building (ie. “Volunteer recruitment,” “Board development”) to locate intermediaries, especially outside of Allegheny County.

Word of Mouth and Recommendations

During the interviews and focus groups, CCC asked participants for suggestions or ideas about stakeholders who should be involved in the project.

Cold Calling

While this included traditional phone calling, CCC also reached out to stakeholders through Facebook and LinkedIn in an effort to recruit more participants, especially outside of Allegheny County.

RESEARCH FINDINGS

Listening Sessions

Focus Groups

Organized by stakeholder type, focus groups were conducted on Zoom, contained between 3-6 participants, and lasted between 60-75 minutes. Each session followed the same format:

- Overview of the project
 - Key project questions
 - Project timeline
 - Definitions: capacity-building and Technical Assistance
- Poll: Strongly Agree (5) to Strongly Disagree (1): "Nonprofits in Southwestern PA have the technical assistance and capacity-building they need to thrive"
- Discussion Questions and Mural Activity (an interactive whiteboard designed for brainstorming and collaboration)

Interviews

These 1-on-1 sessions mirrored the format of the focus groups in their content, but they were slightly shorter, at 30-60 minutes and interviewees did not participate in the poll exercise. While CCC requested 30-minute interviews, many stakeholders opted to hold longer discussions.



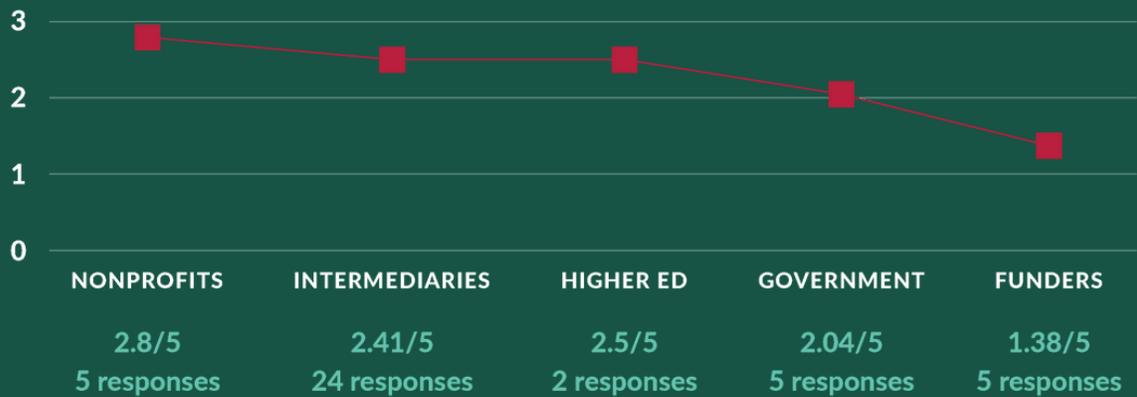
RESEARCH FINDINGS

RESEARCH ANALYSIS

Poll Results

At an overall score of 2.33/5, focus group participants were lukewarm about the extent to which nonprofits in Southwestern Pennsylvania have the technical assistance and capacity-building that they need to thrive. Nonprofits gave the most generous score, at an average 2.8/5, while funders gave the lowest overall score of 1.38/5. Intermediaries were the most populous group to complete the poll and their average score was 2.41/5, highlighting that capacity-building support is available, but not abundant enough for nonprofits to thrive. In the aforementioned Nonprofit Effectiveness Study, a similar finding was observed: Only 11% of the nonprofits in the region receive the ideal amount of capacity-building, 66% need more and 23% receive more than they need.

Strongly Agree (5) to Strongly Disagree (1): Nonprofits in Southwestern PA have the technical assistance and capacity-building they need to thrive."



RESEARCH FINDINGS

Beaver and Westmoreland County as Spotlights

While using PACE's Regional Indicators of Community Well-Being map to locate Black-led and Black-serving nonprofits in surrounding counties, CCC studied the extent to which organizations with capacity scores of "excellent," "very good," "good," "fair," and "poor" were dispersed.

When comparing capacity scores with the number of Black residents, CCC found that Beaver County - which has the highest number of Black residents outside of Allegheny County - had disproportionately few Black-serving nonprofits. Beaver County has nearly 11,000 Black residents, but only 23 Black-serving nonprofits. This is about equal to the number of Black-serving nonprofits in Butler County, which has 2,900 Black residents. Moreover, 70% of Beaver's Black-serving nonprofits had capacity scores of "poor" or "fair," meaning they do not have the infrastructure to thrive or serve the communities that need them.

In addition, Westmoreland County emerged as a location of interest due to the challenges that its nonprofits face, as evidenced in the capacity data. Westmoreland County has the second highest number of Black residents and the highest number of Black-serving nonprofits outside of Allegheny County, totalling 61 nonprofits. Although Westmoreland County has a high population of Black residents and Black-serving nonprofits, these organizations have relatively weak health in terms of capacity scores: 70% of these organizations were graded in the three lowest capacity scores.

RESEARCH FINDINGS

QUALITATIVE ANALYSIS

Methodology

After hosting a total of 39 conversations, CCC had a unique glimpse into how different types of stakeholders fit together in southwestern Pennsylvania and the capacity-building approaches that could strengthen the entire sector. These conversations revealed that disparate stakeholders had similar feedback about how the nonprofit sector could be more collaborative as well as how to provide better capacity-building support for Black-led and Black-serving nonprofits. While processing the conversations through listening and analysis, CCC was intentional about organizing the data by stakeholder type in order to ensure that similar perspectives were clustered together.

Findings

Below are the five primary themes that emerged across all stakeholder groups related to the challenges and opportunities related to capacity-building support.

RESEARCH FINDINGS

THEME 1

Racism and Systemic Inequities

An undercurrent throughout conversations and across stakeholder types, racism and systemic inequities are a key challenge that organizations face to obtaining and providing capacity-building support. Whether it was the limited capacity and resources that Black-led and Black-serving organizations often have or the inability of intermediaries to locate and build relationships with these organizations, the consequences of racism and systemic inequities were voiced in various degrees of explicitness.

"I think there's a big equity gap in the development aspects [of Black-led versus white-led nonprofits]... and it's very pronounced when you even see the distribution of funds."

— NONPROFIT

"I have seen philanthropy grow and change, and center more organizations led by people of color or serving communities of color. But... there's definitely more to do in terms of that trust, and just the understanding of like, what is the missing piece that actually helps you build capacity and not just do this program... then how do you become sustainable in a way that actually makes a difference on your mission, not just the one piece of programming you've funded?"

— AN INTERMEDIARY

"[W]e don't have a lot of Black led organizations. That is my concern: how do we develop and grow those kinds of organizations to support our community?"

— REGIONAL INTERMEDIARY

"For me personally, one thing that I've seen over the years is that a lot of Black-led organizations have settled for less because they didn't know anything but what was always provided, and that part is something that I will not be complacent with accepting, especially when I know the needs that we have."

— NONPROFIT

What We Heard

Black leaders

Black-led and Black-serving nonprofits have inadequate funding in contrast to their white peers and despite the central role that they play as pillars in their communities. Black-led Intermediaries are similarly stretched thin, especially when considering the value they add to the nonprofit sector.

Non-Black Intermediaries and Funders

The limited capacities of Black-led and Black-serving nonprofits make them less visible throughout the sector and harder to locate. Intermediaries and funders, especially those of other races, are eager to make new connections and help to make the region more equitable, but they're not sure where to start or how to go about doing that.

RESEARCH FINDINGS

THEME 2

Relationships

The nonprofit sector in Southwestern Pennsylvania is connected by personal and professional relationships, and these ties drive access to funding, opportunities, and support. However, stakeholders of all types highlighted that it is not clear how to form relationships, how to build trust in them, and how to leverage them.

"[capacity-building is not something my organization] does in a formal way, but it happens most often in a one-on-one setting where a program staff person or a foundation director will call me up and say, "I'm having this or that problem."

— AN INTERMEDIARY

"And I think something that I see happening is that the funders don't coordinate and collaborate and address duplication anymore than non-profits do. [O]ne of my funders even said to me, 'we don't talk as much as people think we do.' .. I think there could be some benefit to funders, government, foundation, intermediaries, whomever else, just having some conversations about how best to invest."

— A NONPROFIT

"If you don't know somebody down at the county, you are not getting funded."

— Government Agency

What We Heard

Nonprofits voiced a desire for long-term peer to peer support opportunities, with open, honest dialogue and a willingness to collaborate. However, this takes time and energy, which is especially limited amongst Black-led and Black-serving organizations. These organizations also want to develop relationships with intermediaries to obtain individualized capacity-building support. In terms of funder relationships, nonprofits are eager to build trusting relationships - including being honest about the operational challenges that they face - without potentially sabotaging their access to funding.

Intermediaries have similar hopes as nonprofits, in that they are eager to build peer to peer connections. Intermediaries also see themselves as the bridges between different sectors, and with stronger, deeper relationships, intermediaries could facilitate cooperation across stakeholder types. In addition, intermediaries provide both formal capacity-building programming and informal support on a case-by-case basis.

RESEARCH FINDINGS

Institutions of Higher Education are eager for more internal and external collaboration. Southwestern Pennsylvania is home to a multitude of universities, colleges, and community colleges, and by strengthening relationships in and across campuses, they will ensure that their efforts are not duplicative.

Funders and Government Departments acknowledge that relationships are key to accessing funding opportunities. Relationships between funders and organizations can be a springboard to new opportunities, connections, and additional financial support. Moreover, there is an opportunity for foundations and government to work together more directly to better understand the needs of grant partners.

"I don't think funders necessarily have a good way of like, engaging with grantees about [capacity-building options]... they're not deep enough in relationship because there isn't enough track record or trust. [One thing] I feel like funders can do better is to be more intentional about the trust... not just the like, 'Did you do your deliverables or not?'"

- AN INTERMEDIARY

"The Arts|Equity|Reimagined effort was an example of how foundations can work together to help a sector. What happened with that? What's next? Why hasn't it happened again?"

— AN INTERMEDIARY

RESEARCH FINDINGS

THEME 3

Knowledge of Systems

Stakeholders repeatedly voiced that it is challenging to pinpoint what types of capacity-building are available, by whom, and to what extent. Centralized information about capacity-building supports are limited. For entities without strong relationships, they find themselves marooned in a silo of unknowns about how to navigate different capacity builders and how to tap into existing opportunity channels.

What We Heard

Nonprofits: Black-led and Black-serving nonprofits have limited time and energy, and before engaging in a capacity-building effort, they want to ensure that it is worth their precious resources.

"For me, we do have technical assistance in the Pittsburgh region. It's accessing it that is the other issue. So it's there, but do you access it and does it give you exactly what you need? So yes, we have a lot of funders, foundations, other organizations... who offer technical assistance, but it may not exactly be accessible when you need it."

– NONPROFIT

"The challenge is having a one stop shop for that information and really being able to source it down to specifics... So if you click here, here's a listing of consultants and here's also some references attached to them, because also the thing is you're left to hunt down people after you find a consultant. How did they do for you? And all consultants are going to put their most favorable clients on their website."

– NONPROFIT

Intermediaries know their limits. While relationships allow intermediaries to know their value add to the capacity-building sector, they also help them provide the support possible to nonprofits and make appropriate referrals.

Funders are unsure of what constitutes capacity-building support and what is available. They have a few tried and true intermediaries to which they refer grantees, but for technical or specialized support, they tend to rely on intermediaries like PACE or The Forbes Funds to make referrals. These two intermediaries are also among the few capacity builders that receive substantial grant dollars. Finally, funders are unsure about how to connect with new types of intermediaries (ie. higher education).

Higher Education and Government

acknowledge the complexities of the systems in which they are situated. For those unfamiliar with the different terminology - schools, programs, departments, centers, etc. - it can be challenging to get in touch with the correct capacity builders.

RESEARCH FINDINGS

THEME 4
Capacity

Capacity is fundamental for an organization, intermediary, or funder to offer or engage with capacity-building supports. Without it, stakeholders cannot seek out options, fully take part in opportunities, or implement solutions.

What We Heard

Nonprofits: At Black-led and Black-serving nonprofits, staff - executive directors in particular - wear multiple hats. Asking this type of nonprofit to participate in a capacity-building effort, especially one that is not designed specifically to support their needs, can be a nearly insurmountable challenge. Moreover, nonprofits are subject to high staff turnover and are challenged to hire and retain staff with specialized skill sets.

"We need capacity to build capacity."

– A NONPROFIT

"I think one of the hardest positions to fill is always [one with very specialized knowledge], they go to work for private [companies] because they make more money."

– A NONPROFIT

"[In terms of capacity-building] how are we dealing with racism in our region?"

– AN INTERMEDIARY

"So I need some kind of technical assistance or capacity to help me get the right people and add diversity, equity and inclusiveness... So if somebody had a technical assistance on recruitment, hiring for diversity, equity and inclusiveness, yes we would want that. We would need that."

– A NONPROFIT

"So how do we continue to address the competitive nature of what's happening in our industries now? And not just recruiting new staff people, because I know everybody is hurting and trying to fill positions, but how do you retain them?"

– NONPROFIT

Intermediaries: There are a few intermediaries that provide the bulk of capacity-building services in Southwestern Pennsylvania. These go-to intermediaries have highlighted the ways that diversity, equity, and inclusion have become pronounced as a capacity-building category and how there are very few intermediaries of color working in the region. Similar to nonprofits, intermediaries are understaffed and plagued by high staff turnover.

Funders: Program officers are often responsible for not only granting capacity-building dollars but also informally helping nonprofits to diagnose their capacity-building needs and connecting grantees with intermediaries. The amount of capacity-building support an organization receives depends on the size of the foundation staff and their own capacity: foundations with more staff can do more versus those whose staff is smaller.

RESEARCH FINDINGS

THEME 5

Approaches to Funding

It is essential that nonprofits - particularly those that provide critical support to their communities - have access to funding, and overall, that funds are more equitably distributed between Black-led and white-led organizations.

COVID: For all the challenges that it presented, the pandemic also offered the occasion to test out innovative programs, build new partnerships, and bypass red tape. COVID highlighted the impact that operating grants and “no strings attached” fundings could have for an organization and its community.

"I do agree wholeheartedly that, particularly in philanthropy, there's insufficient funding set aside for organizational development, aside from program investments. It's just there's not enough there."

— A FUNDER

"[A]s a government agency using taxpayer dollars, we have processes that we have to go through... We have to think very long and hard about that to make sure that we're not violating any of the regulations that we're subject to."

— GOVERNMENT DEPARTMENT

"We work with a lot of regional funders and have great relationships with them. They all have very different funding protocols from their applications to reporting. And so just the time that sometimes is eaten up reporting the same thing in different formats."

— AN INTERMEDIARY

What We Heard

Nonprofits and Intermediaries: The 12-month grant cycle does not always align with an organization’s needs. For smaller nonprofits, these grant cycles are too competitive and they may not be able to wait several months for decisions on an application. For well established organizations, this time frame is too short to address systemic changes. Nonprofits also reported that grant reporting is laborious and time consuming, and that they often have to input the identical information for the same project in different formats for different funders.

RESEARCH FINDINGS

Funders: Although Southwestern Pennsylvania has a multitude of foundations and funders, there is little conversation between them. Funders acknowledged the one-directionality of most foundation funding relationships and how this limits a nonprofit’s ability to be vulnerable about the operational challenges that they face. Finally, several funders lamented the sheer number of nonprofits in the region and the relatively small amount of funds that they can award each year.

Government: Because they operate and grant with tax-payer dollars, government agencies have limited control over how funds can be spent. This means that individual agencies do not have significant leeway in terms of grant amounts and durations.

"And it's hard to explain that to some foundations that want this strict data and information. I understand the importance of tracking where the money is being spent and the outcomes that are related to it, but oftentimes, when you're spending more time doing the paperwork and worrying about that part of it than the actual work getting done, are you truly making an impact that you can be making? And so there are only a few foundations – and they're not here locally – that we've been able to get funding from that they say, here's a chunk of money, do with it what you think you need to do with it and by the way, you don't even have to tell us what you did with it."

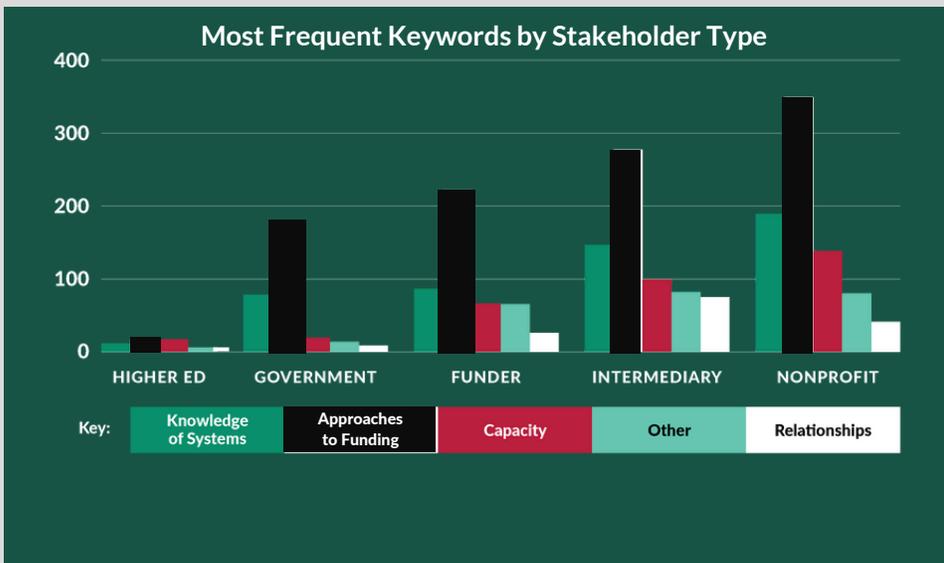
– A NONPROFIT

RESEARCH FINDINGS

QUANTITATIVE ANALYSIS

Methodology

While the qualitative analysis drew on researchers’ interpretations of the conversations, CCC developed an innovative quantitative analysis method to offer an objective counterpoint. First, CCC cleaned the transcript data to ensure that the written format accurately reflected the discussion. Next, using the qualitative analysis and five themes listed above as a framework, CCC designated keywords that evoked those themes or were quoted by participants. With words selected, CCC mined the transcripts manually, ensuring that keyword “hits” matched the integrity of the keyword. For example, CCC needed to ensure that the keyword “development” was in reference to nonprofit fundraising, rather than workforce development. Finally, CCC analyzed the keywords’ distribution by theme and stakeholder type. In total, CCC analyzed 48 conversations.



The findings are ordered by most hits to least amount of hits. Although the number of conversations was not equal across stakeholder types, nonprofits and intermediaries composed the majority of discussions. Statistical anomalies are accounted for in the analysis below.

RESEARCH FINDINGS**Approaches to Funding: 1044 hits**

By far the most frequently discussed topic, approaches to funding was mentioned as the problem, the strategy, and in many cases, the solution. Approaches to funding had over double the amount of hits as the second most populated category, and it was the most frequently discussed category in the nonprofits, intermediary, government, and funder groups. While the foundational vocabulary about grantmaking was discussed most frequently - terms like “funds,” “grants,” and “funders” - the need for development personnel was evidenced by it being the 6th most common keyword in this category. This proliferation of hits in this category demonstrates the extent to which funding - grant funding in particular - is the lifeforce of Southwestern Pennsylvania’s nonprofit sector.

Knowledge of Systems: 511 hits

Despite having the fewest number of total keywords, knowledge of systems was the second most frequently mentioned category. Among the four words, “support” received the lion's share of hits, demonstrating the extent to which help - in the form of capacity builders, information, and staff - is essential for the nonprofit sector overall. While nonprofits and intermediaries discussed this topic most frequently, it appeared a disproportionately high amount in government conversations. The relatively frequent use of this term in conversations with government personnel demonstrates the extent to which accessing government support is helped or hindered by a working knowledge of how to navigate the bureaucratic system.

Capacity: 340 hits

Keywords in this category highlighted the capacity needs of organizations with words like “hire,” “recruit,” and “retain,” and the most commonly voiced term was “staff.” Funders discussed capacity at a disproportionately high amount, while capacity was the most frequently voiced topic in higher education focus groups and interviews. Because institutions of higher education do not provide grants, and instead are responsible for training future nonprofit leaders and matching them with organizations, it is unsurprising that this category was so prolific for this group.

RESEARCH FINDINGS**Other: 244 hits**

This category focused on words related to racism and systemic inequities, as well as other factors that impact the nonprofit sector, like “covid.” Although it was a common thread throughout the conversations, racism, and systemic inequities had relatively little representation in the quantitative data. This topic included racialized terms like “white,” “diversity,” and “equity,” as well as broader terms like “trust.” Although this topic had nearly the least amount of hits, this indicated that it is not as important or noteworthy as the more populated categories, and this quantitative anomaly can be explained a few ways:

- **Racism is challenging to simplify:** Because the quantitative analysis relies on single words, the real-world discrimination and challenges that leaders of color face may not so easily be distilled into one word.
- **Black leaders are tired of voicing their trauma:** Several Black leaders acknowledged that they had shared their inequitable treatment or access in the nonprofit sector in the past, yet these experiences did not lead to any perceptible betterment for them or their organizations. If Black participants were unwilling to share the trauma of discrimination another time, then it would not be distinguishable in the quantitative analysis.

Relationships: 147 hits

Although relationships emerged as the key to opening doors of opportunity, it was the least frequently voiced category in the quantitative data. Works like “network,” “convene,” “cohort,” “gap,” and “relationships” were coded. Among stakeholder groups, intermediaries discussed this topic a disproportionately high amount, evoking the qualitative fact that intermediaries are often relationship builders that connect multiple stakeholder types. Higher Education stakeholders mentioned relationships very few times. When it was mentioned, representatives used words like convener and referenced a need to “build relationships” internal to the institution.

Capacity Building Profiles



METHODOLOGY

To understand what resources exist across sectors, CCC developed profiles of the varying entities that provide capacity-building services to nonprofit organizations.

CCC conducted focus groups and interviews with different types of intermediaries, or those that provide capacity-building support to nonprofits, such as foundations, higher ed departments, government agencies, and more. They shared what types of services their organization offers and the advantages or challenges they face when providing capacity-building or technical assistance services. Each profile contains the main function of the capacity-building entity, the primary types of services that they offer to nonprofits, the challenges or gaps that they face when offering capacity-building services, and potential opportunities for improvements in response to those challenges.

CAPACITY-BUILDING PROFILES

TYPE 1

Networkers

Main Function

The networkers hold space to discuss sector challenges, facilitate partnerships, and promote opportunities for intra- and cross-sector collaboration. They function primarily in the education sector, aimed at transforming the system by encouraging collaboration.

Networkers identify commonalities within the system to avoid duplicating efforts and increase efficiency.

Primary Services

- Networking and coalition-building opportunities
- Professional development
- Event Sponsorship
- Conference stipends

Challenges and Opportunities for Improvement

Nonprofit organizations experience leadership changes due to high turnover rates. There is also a lack of trust that many Black-led organizations have towards intermediaries, which impacts how much networking they are willing to do.

- Increased communication between stakeholders and multi-year engagement between sectors are helpful for combatting these challenges.

EXAMPLES:

- Remake Learning
- Coro Pittsburgh

CAPACITY-BUILDING PROFILES

TYPE 2

Advocates

Main Function

The advocates build alliances with nonprofit organizations through policy discussions on different community issues. They provide nonprofits with accessible information to help them navigate complex advocacy rules. Advocates translate the "on the ground" experience of communities and nonprofit organizations into legislative speak for government leaders, to promote active engagement in democratic processes.

Primary Services

- Advocacy and lobbying training workshops
- Civic engagement training
- Community organizing workshops

Challenges and Opportunities for Improvement

- Intermediaries expressed that it can be difficult to develop partnerships with nonprofit organizations that are interested in contributing to complex policy work. There is often a long timeline needed for implementing policy changes, which does not reflect the typical grant length cycles.
- In response to these challenges, there is an opportunity to educate emerging leaders of nonprofit organizations about larger policy implications and government relations and offer longer grant-length options for those advocating for policy changes.

EXAMPLES:

- Trying Together
- Allies for Children
- Pittsburgh United

CAPACITY-BUILDING PROFILES

TYPE 3

Recruiters

Main Function

Nonprofits often have trouble finding and retaining talent. “Recruiters”, including higher education departments and workforce development organizations, train and educate the “human” capital to connect nonprofit organizations to diverse talent and future nonprofit leaders. Higher education departments specifically act as a “pipeline” for retaining talent in the Pittsburgh area through leadership development/engagement opportunities with students.

Primary Services

Higher Education Departments

- Work study partnerships
- Pro bono consulting - General business/technical assistance counseling ○ Leadership development/case studies
- Mentorship training
- Immersive community engagement opportunities

EXAMPLES:

- Pittsburgh Cares (volunteer recruitment)
- Johnson Institute of Responsible Leadership
- Pitt Serves, at the University of Pittsburgh
- Center for Shared Prosperity at Carnegie Mellon University

Workforce Development Organizations

- Training needs assessments
- Short and long term training plans
- Assessment of funding sources for recruiting & training costs
- Labor market data assessments
- Workforce mentorship

Challenges and Opportunities for Improvement

- Oftentimes, nonprofit organizations are not aware of the services that higher education departments offer due to lack of outreach. Another challenge is that educational requirements for certain positions are constantly evolving and workers sometimes need accommodations during training, such as childcare assistance and transportation.
- Recruiters offering free or no-cost services and incentives such as transportation reimbursement helps in response. In addition, higher education departments having community engagement centers helps with nonprofit organizations to foster relationships with students.

CAPACITY-BUILDING PROFILES

TYPE 4

Systems Regulators

Main Function

Government agencies act as “system regulators” by ensuring that nonprofit organizations are in compliance with guidelines related to governance, finances, advocacy, human resources, and fundraising. They help nonprofits to scale up and diversify their funding set by providing significant, long-term funding support as well as evidence to support their need for financial services.

Primary Services

- Grant opportunities (RFPs)
- Strategic planning
- IT assistance
- Needs assessments
- Program evaluations
- Data and reports

EXAMPLES:

- Partner4Work
- The Pittsburgh Technology Council
- The Private Industry Council of Westmoreland/Fayette, Inc

Challenges and Opportunities for Improvement

- Since government agencies use taxpayer money, there are a number of legal regulations on the government procurement process. There is an influx of nonprofit organizations that are in need of support, but it can be difficult to find a point of contact in a government agency that would be able to offer it.
- Using a collaborative approach between sectors helps with the process, including having referrals from personal networks. There can also be improvements in contracting and grants processes. More coalitions or merging of nonprofits with aligned missions helps improve the challenges associated with offering support to nonprofits.

CAPACITY-BUILDING PROFILES

TYPE 5

Developers

Main Function

Developers are focused on the internal operations of nonprofit organizations and facilitate long-term sustainability by managing the organization’s resources needed to implement their ideas. They assess what skills and resources are needed to fully engage in organizational decision-making. Developers also help to transform nonprofit boards and strengthen leadership.

Primary Services

- Professional development
- Strategic planning
- Fiscal sponsorship and Microlending
- Budget management/alignment
- Nonprofit board matching/placement
- Grant application support
- Executive/Leadership development
- Governance training & support
- Succession planning
- Creating a fee-for-service model

Challenges and Opportunities for Improvement

- It can be difficult to accurately understand the capacity needs of the organizations they help. As the pandemic recedes, there has also been a boom-bust funding cycle that has made it difficult to offer budget management support to organizations with budgets that are constantly changing.
- It is important for developers to conduct a thorough needs assessment when providing support to nonprofit organizations. It is also helpful to have different grant cycle/grant length options to help organizations have a sustainable, diversified funding set.

EXAMPLES:

- **Covestro Center for Community Engagement and The Bayer Center at Robert Morris University**
- **Cause Strategy Partners (BoardLead Program)**
- **New Sun Rising**
- **PACE**
- **Forbes Funds**
- **Neighborhood Allies**

CASE STUDY: TRYING TOGETHER

Main Function

Trying Together acts as an advocate and networker in the nonprofit sector, specifically in the early childhood space. Trying Together offers advocacy, community resources, and opportunities for professional growth to promote high-quality care and education for young children. In addition to working locally in Southwestern Pennsylvania, Trying Together reaches out to audiences across the state and nation with its knowledge and practices.

Primary Services

Trying Together provides a variety of professional development opportunities for early childhood educators through coaching/mentoring programs, apprenticeship programs, conferences, in-person or virtual courses, and more. They offer advocacy toolkits for families and educators as a resource for developing a structured approach to sustained advocacy and policy change that will help improve children's lives. Trying Together also has a number of shared service alliances between organizations that convene as a network and are supported by a consultant from their staff who helps them to build and refine existing processes and procedures.

CAPACITY-BUILDING PROFILES

Challenges and opportunities for improvement

It can be challenging for Trying Together to provide organizations with the long-term support that they need to sustain their capacity-building efforts. There is limited funding in the non-profit system to help all of the existing organizations stay fiscally viable, which makes it difficult for Trying Together to help with long-term capacity-building. There is a need for improved access to capacity-building grants, including ones focused on advocacy and operational support. Another challenge that they face is the staff shortages within the early childhood sector, which hinders the amount of time that professionals have to access funding and participate in professional development efforts. Creating a workforce pipeline for early education would be helpful to combat the staffing crisis.



Source: Tryingtogether.org

Promising Practices as Theory of Change

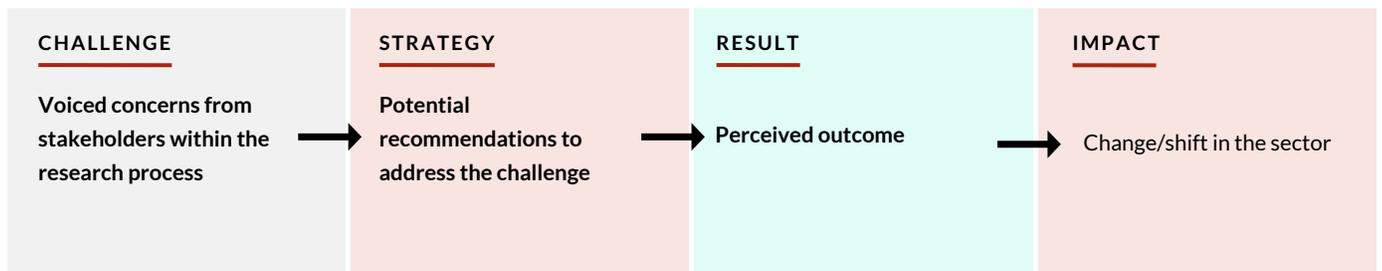


THEORY OF CHANGE

BACKGROUND

During the Analysis of Regional capacity-building Project, Common Cause Consultants held focus groups and interviews with diverse stakeholders, including nonprofit leaders, intermediaries, funders, government officials, and higher education representatives.

While some groups voiced challenges to accessing and/or sustaining capacity-building efforts - as either seekers or providers - others highlighted key local efforts that offered a solution to the stated problems. The Theory of Change below is divided into four major categories - relationships, knowledge of systems, capacity, and funding approaches- highlighting the trends in stakeholder feedback. Each challenge includes an example named during CCC’s outreach or its research on capacity-building entities in Southwestern Pennsylvania.



THEORY OF CHANGE

CATEGORY

RELATIONSHIPS

IMPACT

Funders, nonprofits, and intermediaries are able to collaborate effectively and efficiently, reducing redundancy and building a more equitable nonprofit sector.

CHALLENGE

Building relationships between community, nonprofits, intermediaries, funders

STRATEGY

Create informal space for diverse stakeholders to convene, connect, and ideate together

RESULT

The nonprofit sector in Pittsburgh is less siloed; Black and brown organizations build connections with funders, intermediaries, and each other

EXAMPLES

- The Pittsburgh Foundation’s Community Conversations project offered Allegheny County residents the opportunity to discuss their dreams and hopes for the region.
- At the height of the COVID-19 pandemic, The Forbes Funds convened its Black Equity Coalition, a group of researchers, government officials, funders, and public health officials – among others – to address the disproportionate impact that the pandemic had on “vulnerable populations.”
- Westmoreland County hosts Commissioner Public Meetings, where citizens have a regularly scheduled time to meet with their commissioners.
- Allegheny County convenes a Community Advisory Board for its violence prevention efforts.
- The Forbes Funds produces a weekly Call for Community Solutions featuring local philanthropy, nonprofits, research, and consulting experts.
- Slippery Rock University has a Center for Community Engagement, Empowerment, and Development (SUCCEED) in downtown Butler that convenes campus and community stakeholders.
- The FISA foundation convenes a Race + Disability advisory board of community members and nonprofit leaders to help guide the foundation’s equity efforts.
- As part of its Comprehensive Plan, Westmoreland County worked with stakeholders from diverse sectors to create a “brand identity” for the county.
- The Bayer Center’s Building Productive Partnerships collaborative with PACE taught evidence-based collaboration and birthed EmployHer, a workforce development effort.

THEORY OF CHANGE

CATEGORY

RELATIONSHIPS

IMPACT

Funders, nonprofits, and intermediaries are able to collaborate effectively and efficiently, reducing redundancy and building a more equitable nonprofit sector.

CHALLENGE

Facilitating collaboration and communication between foundations

STRATEGY

Convene foundation representatives (ie. program officers) who have the same subject-matter expertise and grantmaking priorities

RESULT

Foundations not only have a universal understanding of the challenges their grantees face but they also are aware of peer strategies for support and grantmaking

EXAMPLES

- For certain subject areas, like arts, The Hillman Foundation and peers will compare notes on challenges that grant partners voiced consistently.
- Grantmakers of Western Pennsylvania offers Learning Networks for foundations based on their focus area.
- The national Trust-Based Philanthropy Project is a five year initiative for cohorts of funders to address the inherent power imbalances in traditional nonprofit grantmaking practices. The EQT foundation in particular is interested in adopting this type of approach.
- The Arts Equity Reimagined program was designed to respond to the unique needs of arts organizations related to the pandemic. Funders across the region committed more than \$3 million to the local arts community.

THEORY OF CHANGE

CATEGORY

RELATIONSHIPS

IMPACT

Funders, nonprofits, and intermediaries are able to collaborate effectively and efficiently, reducing redundancy and building a more equitable nonprofit sector.

CHALLENGE

Creating peer-to-peer connections and networks

STRATEGY

Regularly offer opportunities for individuals to meet colleagues in their sectors

RESULT

Pittsburgh’s nonprofit ecosystem and its adjacent sectors are better connected

EXAMPLES

- PACE offers the Leadership Development Cohort for BIPOC (Black, Indigenous, People of Color) Nonprofit Executives to receive executive coaching.
- The “Race and Disability Webinar” series is a collaborative effort between the FISA Foundation, The Heinz Endowments, and The Pittsburgh Foundation. Through informational webinars and interactive dialogue, the series creates space for funders, nonprofits, and community members to learn about systemic inequities and build new connections.
- Remake Learning supports nonprofit organizations in the education space to attend conferences and receive professional development if they are apart of the network.



Source: Pittsburgh Post Gazette

- The Nonprofit Resilience Program is an 11-person cohort program for nonprofit leaders.
- Neighborhood Allies convenes a “Partnership Network” of capacity builders that meets monthly.

THEORY OF CHANGE

CATEGORY

RELATIONSHIPS

IMPACT

Funders, nonprofits, and intermediaries are able to collaborate effectively and efficiently, reducing redundancy and building a more equitable nonprofit sector.

CHALLENGE

Forging long-term, trusting, collaborative relationships between nonprofits

STRATEGY

Develop cohort-style programs that are long-term (1+ years), and serve both the individual organizations and facilitate future partnerships

RESULT

Nonprofits have a clear idea about the value they add to the nonprofit sector and how to partner most effectively with their peers

EXAMPLES

- The McCune Foundation’s practice of convening seven local executive directors for sustained relationship building.
- PACE uses its Intensive Services capacity-building program to formalize relationships and strategize about how to maximize their collective impact.
- Allegheny County funded Violence Prevention Collaboratives - opportunities for multiple organizations to come together - to prevent violence in designated parts of the county.
- The Forbes Funds’ C3 Catalytic Community Cohorts are a yearlong opportunity for neighborhood-based nonprofits to collaborate and build skills.

THEORY OF CHANGE

CATEGORY

RELATIONSHIPS

IMPACT

Funders, nonprofits, and intermediaries are able to collaborate effectively and efficiently, reducing redundancy and building a more equitable nonprofit sector.

CHALLENGE

Knowing which Black-led and Black-serving nonprofits need support outside of Allegheny County

STRATEGY

Ensure that Black-led and Black-serving nonprofits are easy to locate

RESULT

Funders, peer organizations, and community members are able to locate and work with Black-led and Black-serving nonprofits outside of Allegheny County

EXAMPLES

- PACE’s new Regional Indicators of Community Wellbeing map allows funders to locate organizations that are doing solid work in communities of need but that need funding.
- RK Mellon funded the Westmoreland County government to study the state of human services agencies in the county. A similar model could be used to assess the landscape of Black-led and Black-serving organizations outside of Allegheny County, which would not only bring attention to these organizations but facilitate connections and new funding relationships.

THEORY OF CHANGE

IMPACT

Professionals in the nonprofit sector know the opportunities that are available, who offers them, and how they can tap in.

CATEGORY

KNOWLEDGE OF SYSTEMS

CHALLENGE

Understanding the expertise of different intermediaries
Funders have a narrow view of what constitutes capacity-building

STRATEGY

Ensure that intermediaries are easy to locate and that their expertises are clearly defined

RESULT

Funders and nonprofits know where to go when searching for capacity-building support
Funders have a more thorough understanding of what constitutes capacity-building and are better able to award capacity-building funds

EXAMPLES

- The Forbes Funds vets and curates its Consultants Directory with background on consultants and firms, as well as their specialities.
- PACE is in the process of optimizing its consultant directory to serve as a resource for its own efforts, but to also better respond to nonprofit and funder inquiries.
- The African American Chamber of Commerce of Western Pennsylvania offers a member directory.
- The Genesis Collective in Beaver County curates a directory of creatives.
- The University of Pittsburgh has developed resources to track how the university partners to build the capacity of the community with this engagement map and by internally assessing where it has historically supported building nonprofit capacity.

THEORY OF CHANGE

IMPACT

Professionals in the nonprofit sector know the opportunities that are available, who offers them, and how they can tap in.

CATEGORY

KNOWLEDGE OF SYSTEMS

CHALLENGE

Building relationships with peer intermediaries and capacity builders; knowing where to send referrals

STRATEGY

Host opportunities for capacity builders to get to know each other and learn about each others' strengths

RESULT

Capacity builders have a working knowledge of what's available in the sector, how they fit in; they are better able to support nonprofits

EXAMPLE

The Forbes Funds offers its Consultants Roundtable and weekly Call for Community Solutions that feature consultants in the Pittsburgh region and provides a venue to connect.



Source: Program to Aid Citizen Enterprise

THEORY OF CHANGE

IMPACT

Professionals in the nonprofit sector know the opportunities that are available, who offers them, and how they can tap in.

CATEGORY

KNOWLEDGE OF SYSTEMS

CHALLENGE

Navigating higher education resources and utilize their expertise

STRATEGY

Offer multiple types of capacity-building support that foster collaboration between university personnel, nonprofits, and communities

RESULT

Nonprofits are able to harness the competencies, capabilities, and connections that higher educations possess

EXAMPLES

- The University of Pittsburgh is planning a Nonprofit capacity-building Program pilot: a five-semester experience for ten organizations. The University will coordinate and centralize university support for the organizations with a uniform intake tool and shared strategic priorities.
- University of Pittsburgh’s Community Engaged Scholarship Project Development Cohort: pairs student research teams with one faculty member and one community representative or leader.
- University of Pittsburgh’s Community Assistance Program offers a year-long community engagement opportunity for undergraduate students to work with community-based, non-profit organizations in central Allegheny County (Homewood, the Hill District, and Oakland).
- Slippery Rock University has a Center for Community Engagement, Empowerment, and Development (SUCCEED), in downtown Butler that convenes campus and community stakeholders.

THEORY OF CHANGE

CATEGORY

CAPACITY

IMPACT

Black and brown nonprofits have the infrastructure to sustain their work; the nonprofit sector is healthier, attracting and retaining talent.

CHALLENGE

Providing sufficient capacity-building support to grantees who need sustained support

STRATEGY

Develop multi-year opportunities for capacity-building

RESULT

Nonprofits have access to experts who are able to support their organization through period of growth and change

EXAMPLE

PACE allows organizations to participate in their Intensive Services capacity-building Program competitively for multiple consecutive years.



THEORY OF CHANGE

CATEGORY

CAPACITY

IMPACT

Black and brown nonprofits have the infrastructure to sustain their work; the nonprofit sector is healthier, attracting and retaining talent.

CHALLENGE

Receiving capacity-building support that is tailored to an organization’s needs

STRATEGY

Provide nonprofits with 1-on-1 capacity-building support

RESULT

Nonprofits are able to maximize the capacity building support opportunities in terms of staff time and the long impact of the capacity-building support

EXAMPLES

- Nonprofits have negotiated with individual consultants to provide monthly support at a reduced rate.
- The Forbes Funds offers Management Assistance Grants to enable Allegheny County nonprofits to hire a consultant for a capacity-building project.
- The University of Pittsburgh’s Johnson Institute for Responsible Leadership provides a Nonprofit Clinic for organizations to receive tailored capacity-building support from graduate students.
- The Bayer Center for Nonprofit Management at Robert Morris University offers consulting services to nonprofits.
- The Bayer Center also offers one-on-one clinics on organizational topics such as board bylaws, finances, employee handbooks, and HR.
- Carnegie Mellon University’s Master of Information Technology Strategy pairs students with organizations to complete their Capstone Project.
- PACE’s Intensive Services capacity-building offers multi-year opportunities for organizations to improve their internal governance and leadership, cultivate strategic community linkages, and develop financial and human resources for long-term stability.
- Additionally, PACE is facilitating the capacity-building Program of the Pittsburgh Cultural Treasures Initiative, which matches Black led, arts and culture organizations with a consultant, to develop a 2 year Strategic Plan aimed at identifying opportunities for growth and development that can add to and strengthen the organization's capacity to deliver quality and effective programs and services.

THEORY OF CHANGE

CATEGORY

CAPACITY

IMPACT

Black and brown nonprofits have the infrastructure to sustain their work; the nonprofit sector is healthier, attracting and retaining talent.

CHALLENGE

Sustaining nonprofit leadership in the face of burnout

STRATEGY

Create funding streams that are designated for nonprofit professionals, particularly executives and leadership, to reflect and recharge

RESULT

Nonprofit leaders have the support of funds and mentorship to support their mental health and work-life balance; organizations have more effective leadership

EXAMPLES

- PACE offers the Leadership Development Cohort for BIPOC Nonprofit Executives to receive executive coaching.
- The Richard King Mellon Foundation and The McCune Foundation piloted a sabbatical program for nonprofit executives in the Pittsburgh region.
- McCauley Ministries adds 2% to grants to support mental health and spiritual wellbeing.
- The Hillman Foundation builds executive coaching support into larger capacity-building grants.
- New Sun Rising and Neighborhood Allies created the Nonprofit Resilience Program that focuses on nonprofit leaders' mental and emotional wellbeing.

THEORY OF CHANGE

CATEGORY

CAPACITY

IMPACT

Black and brown nonprofits have the infrastructure to sustain their work; the nonprofit sector is healthier, attracting and retaining talent.

CHALLENGE

Diagnosing nonprofits' needs accurately and efficiently

STRATEGY

Use diagnostic tools that offer insight into the organization's strengths and challenges, as well as how they compare to peers

RESULT

Nonprofits know the organization's operations or areas that need attention

EXAMPLES

- PACE uses Algorhythm's Impact Capacity Assessment Tool (iCAT) in its Intensive Services capacity-building Program, the Program Organizational Assessment Tool (POCAT), and a coaching survey to identify the needs of nonprofits and its leaders within its capacity-building programs.
- The Forbes Funds hosts a virtual Needs Assessment Survey that organizations can take in 30 minutes to help them diagnose their needs.
- New Sun Rising uses the Organizational Assessment Tool (OAT) to help organizations understand their capacity needs.
- The Bayer Center also employs an organizational assessment tool to help facilitate targeted support for an organization.

THEORY OF CHANGE

CATEGORY

CAPACITY

IMPACT

Black and brown nonprofits have the infrastructure to sustain their work; the nonprofit sector is healthier, attracting and retaining talent.

CHALLENGE

Organizations with budgets less than \$1M are not as competitive for operational and capacity-building grants

STRATEGY

Develop distinct funding programs for small organizations that have flexible dollars and shorter timelines

RESULT

Small organizations have access to flexible dollars to help them level up

EXAMPLES

In particular for budgets with less than \$1M:

- The Pittsburgh Foundation offers Small and Mighty Grants of up to \$15,000 that can be used for unrestricted operating support, capacity-building support, or program-specific support.
- The Greater Pittsburgh Arts Council offers micro-grants for accessibility costs, as well as grants between \$5,000-\$10,000 of general operating costs to organizations and individuals.
- Neighborhood Allies offers the RISE High Grant Partnership Program from \$1,000 to \$75,000 for community-based nonprofits, organizations, and collaboratives.

THEORY OF CHANGE

CATEGORY

CAPACITY

IMPACT

Black and brown nonprofits have the infrastructure to sustain their work; the nonprofit sector is healthier, attracting and retaining talent.

CHALLENGE

Needing capacity to build capacity

STRATEGY

Create new pathways for skilled staff to support organizations

RESULT

Organizations with smaller budgets have access to the staff infrastructure to maintain their operations or grow

EXAMPLES

- The Forbes Funds and the Segal Foundation created the Emerging Directors of Development learning program to recruit and train local BIPOC professionals in nonprofit development and fundraising.
- Nonprofits have opted into resource sharing, where a staff member with technical assistance skills (HR, finance, etc.) is shared between 2+ organizations. For example, the Greater Pittsburgh Arts Council recruits volunteers to provide business and legal services for free to arts-based organizations. Also, The Cultural Trust facilitates a shared services initiative for its members.
- For organizations that have the potential to obtain large-scale government contracts, but need help meeting specific requirements (ie. evaluation process, data collection, etc.), The Hillman Foundation provides grants to help these organizations fill in the gaps, ultimately making them more competitive for such grants.

THEORY OF CHANGE

CATEGORY

APPROACHES TO FUNDING

IMPACT

Nonprofits have access to grant funding that aligns with their expertise, immediate needs, and long term strategies. Grants and funding awards are more equitably distributed, and organizations have a higher likelihood of securing grants.

CHALLENGE

Creating sustainable revenue streams for nonprofits

STRATEGY

Award grants that include measures that support long-term sustainability

RESULT

Nonprofits are less vulnerable to the precariousness of funding cycles, and they are equipped with a sustainable funding strategy

EXAMPLES

- The Hillman Foundation helps grantees build out their approaches to revenue diversification.
- The McCune Foundation has a focus on capitalization, which results from deep collaboration with grantees.

THEORY OF CHANGE

CATEGORY

APPROACHES TO FUNDING

IMPACT

Nonprofits have access to grant funding that aligns with their expertise, immediate needs, and long term strategies. Grants and funding awards are more equitably distributed, and organizations have a higher likelihood of securing grants.

CHALLENGE

Securing capacity-building grants (in comparison to programmatic grants)

STRATEGY

Clearly state the extent to which funds will cover capacity-building costs as well as any other potential considerations (organization size, existing relationship with funder, etc.)

RESULT

Nonprofits can target their grant writing and relationship building efforts to better obtain flexible funding

EXAMPLES

- During the pandemic, Beaver County used its Beaver County CARES funds to support up to \$25,000 or 25% of an organization’s operating costs.
- The YWCA of Pittsburgh’s Mission in Action grants provide up to \$100,000 for organizations that work directly with communities to create a more equitable Allegheny County. Grants may be used for programmatic or operating support.
- PACE pairs capacitybuilding support in its Intensive Services capacity-building programming with implementation funds.
- The Pittsburgh Foundation offers Small and Mighty Grants of up to \$15,000 that can be used for unrestricted operating support, capacity-building support, or program-specific support.
- The Greater Pittsburgh Arts Council offers micro-grants for accessibility costs, as well as grants between \$5,000-\$10,000 of general operating costs to organizations and individuals.

THEORY OF CHANGE

CATEGORY

APPROACHES TO FUNDING

IMPACT

Nonprofits have access to grant funding that aligns with their expertise, immediate needs, and long term strategies. Grants and funding awards are more equitably distributed, and organizations have a higher likelihood of securing grants.

CHALLENGE

Funding applications are laborious and time consuming

STRATEGY

Funders can streamline the grant application and reporting process; intermediaries can provide capacity-building support to potential grant partners throughout the application process

RESULT

A larger number of organizations become competitive for grants

EXAMPLES

Funder Examples:

- The Pittsburgh Foundation allows nonprofits to submit applications for other funders.
- The foundation community typically offers a short proposal before requesting a full, detailed one.
- Reinstate use of a common application across foundations.
- Many foundations use the same grant application software.
- The EQT Foundation has refined their evaluation processes and reporting for grantees.

Intermediary Support Examples:

- Allegheny County paid nonprofits to apply for the Violence Prevention Grants and provided them with a consultant.
- United Way of SWPA hired PACE to help nonprofits prepare their RFPS.
- The Carnegie Library in Oakland offers grant writing support to streamline the grant submission process. It also offers access to Foundation Directory Pro, which allows nonprofits to locate grants opportunities and foundations that are suited to the nonprofits' mission and impact.

THEORY OF CHANGE

CATEGORY

APPROACHES TO FUNDING

IMPACT

Nonprofits have access to grant funding that aligns with their expertise, immediate needs, and long term strategies. Grants and funding awards are more equitably distributed, and organizations have a higher likelihood of securing grants.

CHALLENGE

Funding cycles can be too long for small grants and too short to attain widespread, systemic change

STRATEGY

Offer alternative timelines for funds; ensure that grant time limits are clearly stated

RESULT

Flexible support allows nonprofits to pursue funding that suits their organizations' individual needs

EXAMPLES

- The United Way of Southwestern Pennsylvania's Community Impact Grants may be awarded for up to 3 years.
- The Heinz Endowments offers grants of up to a certain amount outside of its bi-yearly grant cycle.

THEORY OF CHANGE

CATEGORY

APPROACHES TO FUNDING

IMPACT

Nonprofits have access to grant funding that aligns with their expertise, immediate needs, and long term strategies. Grants and funding awards are more equitably distributed, and organizations have a higher likelihood of securing grants.

CHALLENGE

Accessing grant dollars as grassroots and community-based organizations

STRATEGY

Create or expand funds for which non-501c3 organizations are eligible

RESULT

Organizations of all types and sizes are able to support their efforts

EXAMPLES

- Community members are eligible to apply for The Community Foundation of Westmoreland County’s Revitalizing Westmoreland Funds.
- POISE offers four Fiscal Sponsorship models: comprehensive fiscal sponsorship, independent contractor, pre-approved grant relationship, and technical assistance.
- New Sun Rising offers Fiscal Sponsorship targeted to small and new organizations.

capacity-building Resources by County



METHODOLOGY

As part of the Analysis of Regional capacity-building project, Common Cause Consultants developed a capacity-building resource directory and an interactive map representing the data.

Capacity builders fell into several categories: funders, higher education institutions, libraries, government, and intermediaries (organizations like PACE that provide various types of support). To locate these capacity builders, CCC researched stakeholders through internet search and asked for suggestions during focus groups and interviews. For counties where there were large gaps (ie. counties without any higher education institutions listed), CCC conducted additional web searches. In total, the capacity-building resources directory and map include 207 unique entries.

- [+ View Map](#)
- [+ View Capacity-building Resource Directory](#)

RESOURCES BY COUNTY

Definition of capacity-building

Each entry in the capacity-building directory includes the general types of support that they provide. For example, if an intermediary provides strategic planning, it was designated as providing “mission, vision & strategy.” CCC defined capacity-building broadly, thinking about the variety of capacity-related needs that organizations have, and any support that was outside this framework is described as “other.” **The capacity-building definitions included:**

Mission, Vision & Strategy

- Strategic Planning
- Scenario planning
- Organizational assessment
- Organizational development

Governance & Leadership

- Leadership development
- Board development
- Executive transition

Resource Development

- Fund development
- Business planning for revenue-generating activities

Internal Operations & Management

- Human resources management and training
- Financial management
- Operations
- Technology and information systems
- Facility planning
- Legal issues
- Volunteer recruitment and management
- Conflict resolution

Program Delivery & Impact

- Program design and development
- Evaluation

Strategic Relationships

- Collaboration and strategic restructuring
- Marketing and communications
- Advocacy

Space

Fiscal Sponsorship

OVERALL TAKEAWAYS

capacity-building resources are challenging to locate.

In terms of capacity-building, there are major knowledge gaps in both the capacity-building resource directory and the general understanding of capacity-building support.

- Most capacity builders do not post the costs of their services or exactly what they offer, meaning that it is challenging to assess the type of support that intermediaries offer.
- During the interviews and focus groups, it became clear that there are many Informal resources, those that are available to nonprofits through relationships or word of mouth. This type of information is listed in the notes section of the capacity-building Resource Directory.

Key Sites of Interest

- **Allegheny County:** In terms of funders, intermediaries, and higher education institutions, Allegheny county has the highest concentration of resources.
- **Each County's Major City:** In nearly all counties studied, the resources - whether they are intermediaries, funders, institutions of higher education, or capacity builders - are grouped in the county's largest city. This is especially important in several rural counties, such as Armstrong and Fayette, where CCC did not locate any resources outside the largest cities. This leaves large areas of "capacity-building deserts." For example, CCC did not locate any capacity-building resources between Kittanning (in Armstrong County) and Indiana (in Indiana County), creating a 27 mile area without known capacity-building support.

RESOURCES BY COUNTY

- **The City of Monessen:** On the border of Washington and Westmoreland Counties, this appears to be a key intersection point for services to the Mon Valley, with United Way of Mon Valley, Southwestern Pennsylvania Human Services, and the Monessen Public Library.
- **The Ohio and Beaver Rivers:** Leading from Pittsburgh into Beaver County, capacity-building resources cluster along the Ohio River, until it intersects with the Beaver River. Resources follow that Beaver River north, but taper off in the transition from Beaver County to Lawrence County.

Opportunities

Organizations Connected to Networks (ie. organizations or entities that tap into larger, state or nationwide networks of peers). These include:

- **Community Action Agencies (CAAs):** Created in 1964 to fight the war on poverty, CAAs are charged with helping low-income residents in their designated geography (city or county) with basic necessities. There is a nationwide network of CAAs.
- **Penn State University:** As the land grant university of Pennsylvania, Penn State is required to have a presence in every county.
- **United Ways:** Although the United Way of Southwestern Pennsylvania encompasses multiple counties and parts of north Ohio, there are several counties that still have standalone, individual United Ways for their counties. These are a unique asset because they have both a deep knowledge of their individual county's needs and access to the larger United Way network.
 - *Please note:* While many United Ways are also grantmakers, this document categorizes them as intermediaries.

County Commissioners and other Elected Officials: During the project, these types of leaders emerged as strong assets for understanding not only the resources available to Black-led and Black-serving nonprofits but also the places to tap in for greatest impact. Should PACE decide to focus its attention on specific counties, elected officials are a prime group for outreach.

RESOURCES BY COUNTY

RESOURCES BY COUNTY

Allegheny County

57

Intermediaries

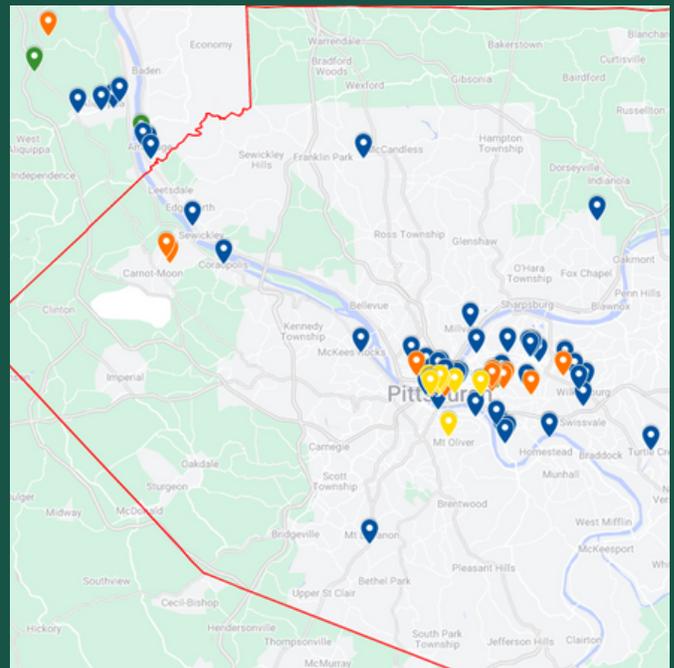
13

Higher Education Institutions

24

Foundations

Allegheny County is the heart of Southwestern Pennsylvania’s nonprofit sector and it has a disproportionately high number of funders, universities, and intermediaries, compared to surrounding counties. Not only is there an abundance of capacity-building resources, they are geographically clustered in downtown Pittsburgh at the center of the county. Of particular interest is the multiplicity of foundations, most of which focus their energies singularly on Allegheny County. In addition, the 13 universities, several of which are major research institutions, can provide the knowledge and people power that nonprofits need.



RESOURCES BY COUNTY

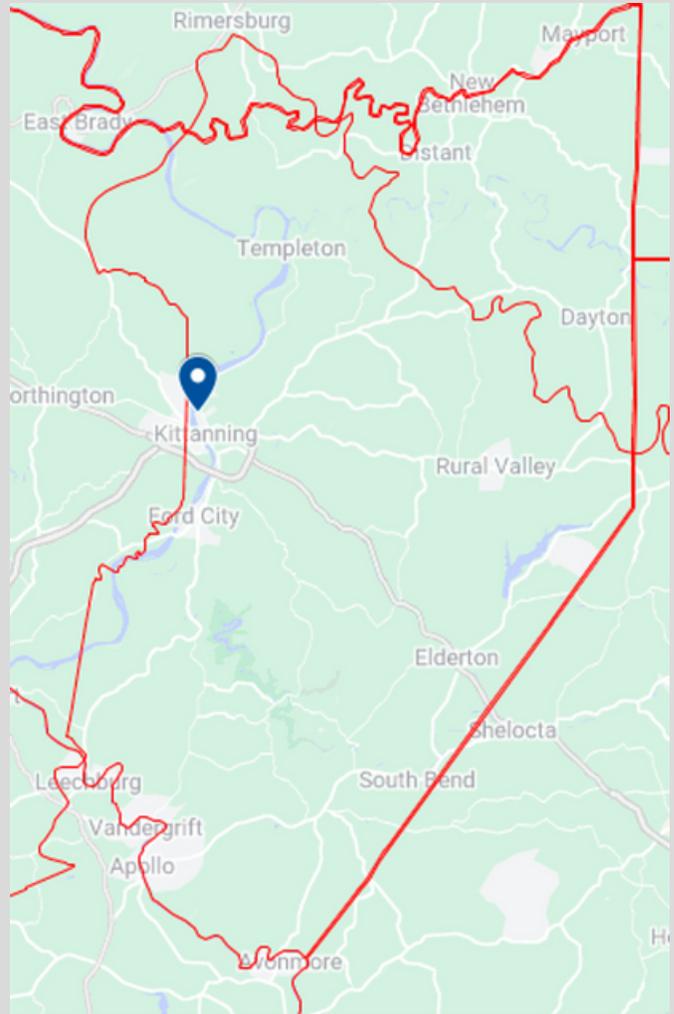
Armstrong County

1
Intermediaries

0
Higher Education Institutions

1
Foundations

Armstrong County is challenged by a lack of educational resources and of capacity builders. It is one of the few counties in Southwestern Pennsylvania with no higher education institutions. While its sole capacity builder is the Richard G. Snyder YMCA, it has a notable asset in the Armstrong County Community Foundation, both of which are located in Kittanning. While the county borders often prohibit nonprofits from receiving funding from foundations in Allegheny County, the proximity to downtown Pittsburgh means that nonprofits can still leverage the intellectual and social capital in Allegheny County.



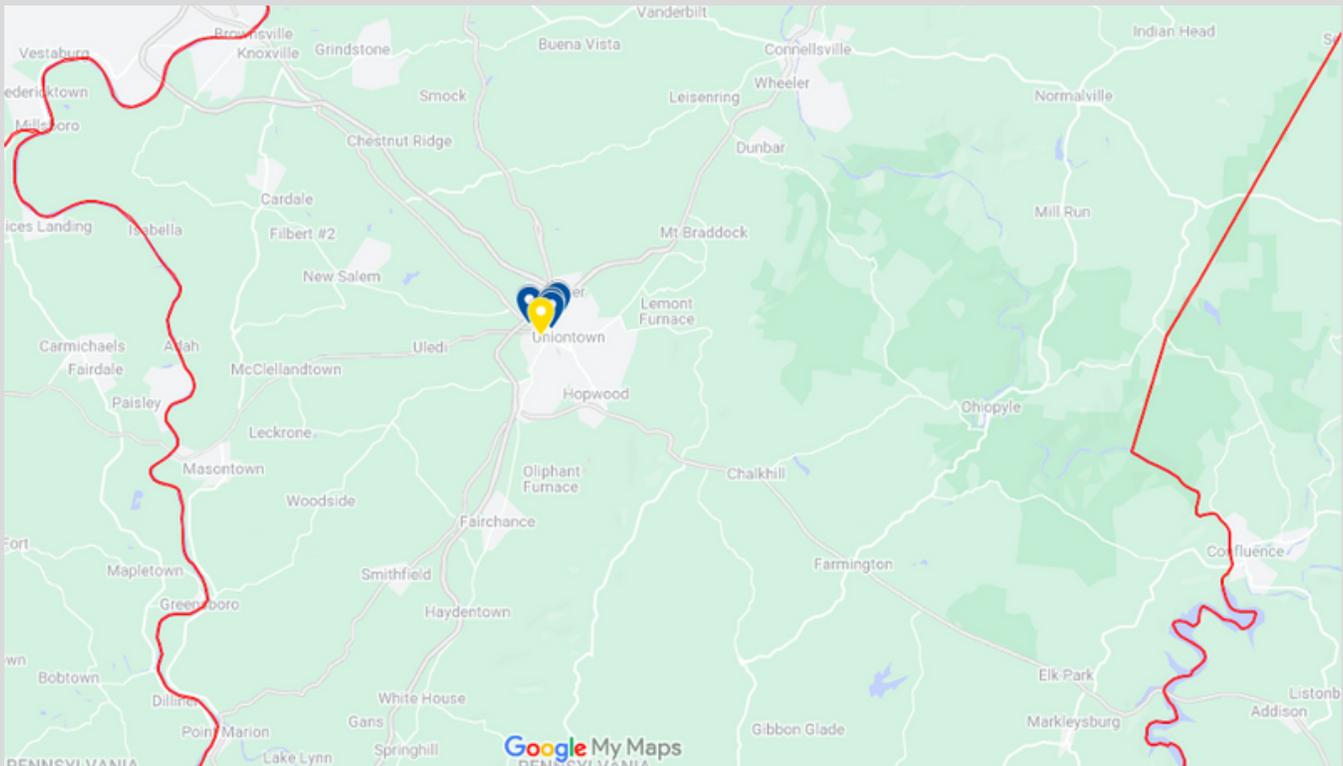
RESOURCES BY COUNTY

Fayette County

- 4**
Intermediaries
- 1**
Higher Education Institutions
- 1**
Foundations

Located along the southern Pennsylvania border with West Virginia, Fayette County is unique for its access to networks of capacity builders beyond the county. For example, it is home to Penn State’s Fayette Campus; because Penn State is a land grant university, it is required to have a presence in every county throughout the

state, meaning that it has the connections in place to make introductions across counties. Similarly, Uniontown also has the Fayette County Community Action Agency, which is part of a nationwide network of community action agencies. Because these organizations are charged with helping low-income citizens with basic needs, the Fayette County Community Action Agency is surely a resource for understanding the unique challenges and opportunities that Black residents face.



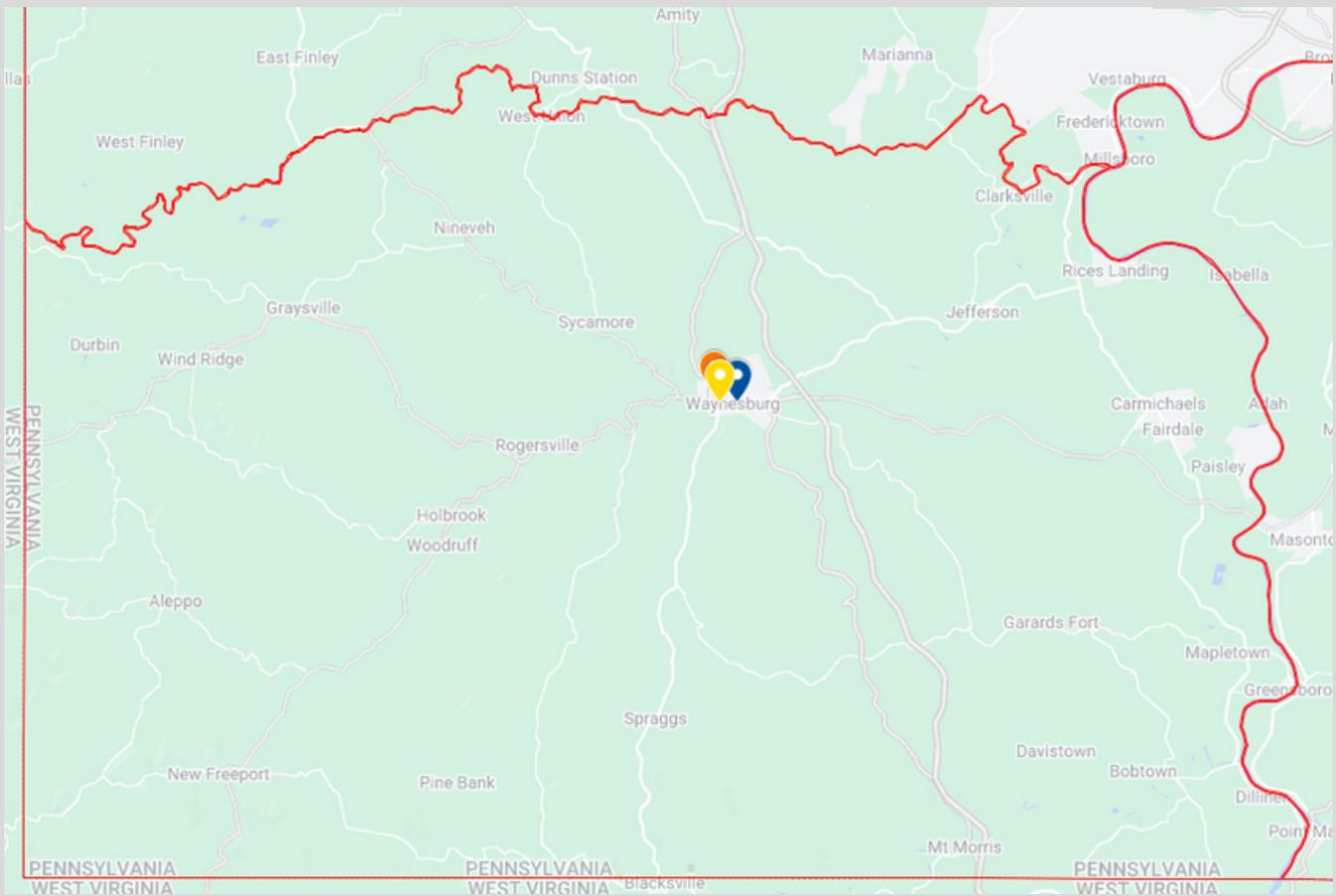
RESOURCES BY COUNTY

Greene County

- 1**
Intermediaries
- 1**
Higher Education Institutions
- 1**
Foundations

Situated in the southwestern corner of the state, Greene County is similar to Fayette County in its geography and its available resources. Home to the Greene County United Way and the

Community Foundation of Greene County, nonprofits in this area have access to resources and funding, limited as they may be. Waynesburg University’s service learning department is also an asset to nonprofits in the area, as it pairs students with organizations that need additional capacity.



RESOURCES BY COUNTY

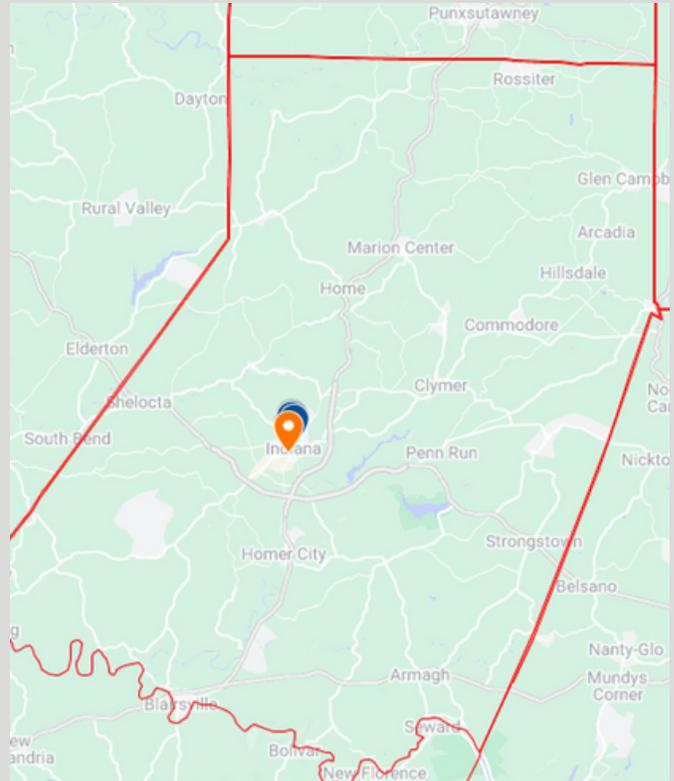
Indiana County

2
Intermediaries

1
Higher Education Institutions

0
Foundations

One of the most eastern counties studied in the Analysis of Regional capacity-building Project, capacity-building resources in Indiana County follow a similar geographic pattern, in that they are primarily located in the largest city: Indiana. The Indiana University of Pennsylvania - Excellence in Entrepreneurial Leadership Center is a unique asset to the county, as it supports both for profit and nonprofits by placing students into organizations to provide business assistance.



RESOURCES BY COUNTY

Beaver County

20

Intermediaries

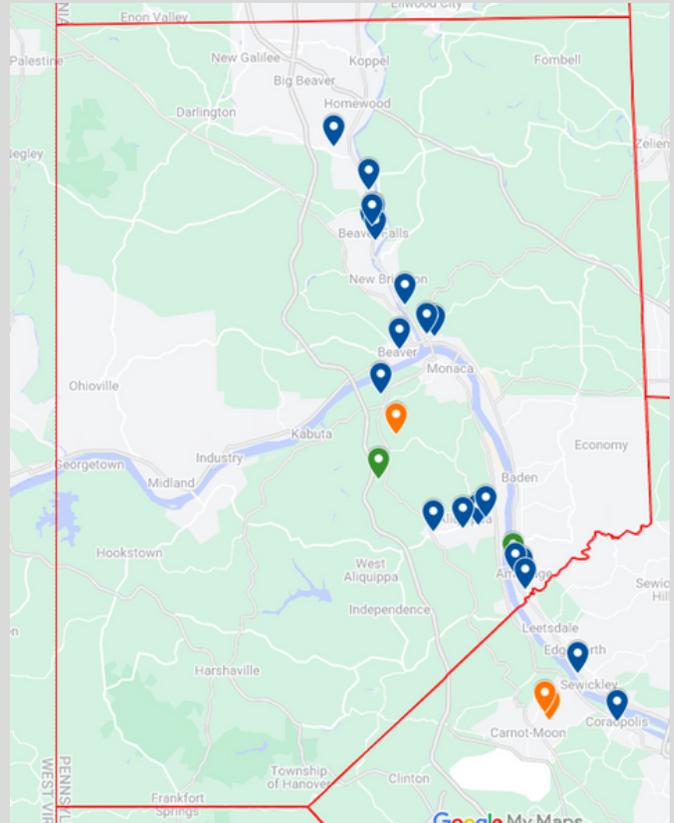
1

Higher Education Institutions

2

Foundations

Unlike the majority of other counties in Southwestern Pennsylvania, Beaver has several major cities where capacity-building resources cluster: Ambridge, Aliquippa, the Rochester/Beaver Area, and Beaver Falls. As seen in the map above, these cities create a road of resources that connect Pittsburgh to the Beaver Falls area. While Beaver County was a point of interest for this project due to its high number of Black residents, its large number of intermediaries are also notable, as it has the second most intermediaries of any county surveyed.



RESOURCES BY COUNTY

Butler County

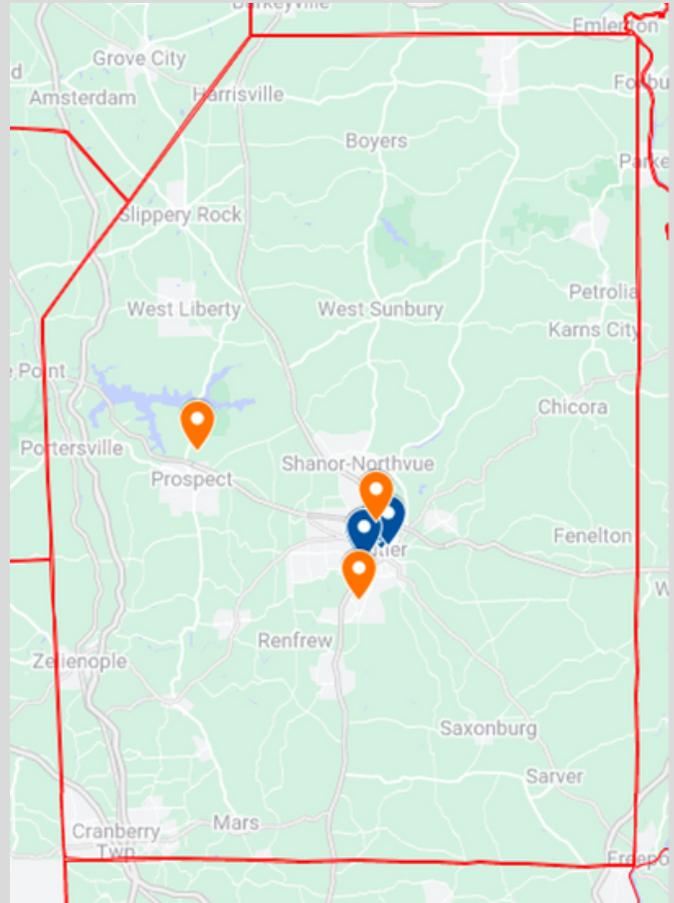
6
Intermediaries

2
Higher Education Institutions

0
Foundations

Unlike its neighbor to the east, Butler County is geographically disconnected from Allegheny County, which lines its southern border. Its resources cluster in the city of Butler, in the near center of the county, and there are two notable assets in Butler County. First, Slippery Rock.

University’s Butler Succeed: Center for Community Engagement is located in downtown Butler and was created to bridge the gap between the community and the university. Its public programming focuses on community and economic development, community outreach and civic engagement, organizational strength and capacity-building, and training and professional development. In addition, Butler is home to the Alliance for Nonprofit Resources, which is described as providing, “affordable administrative services to agencies and governmental entities of all sizes.”



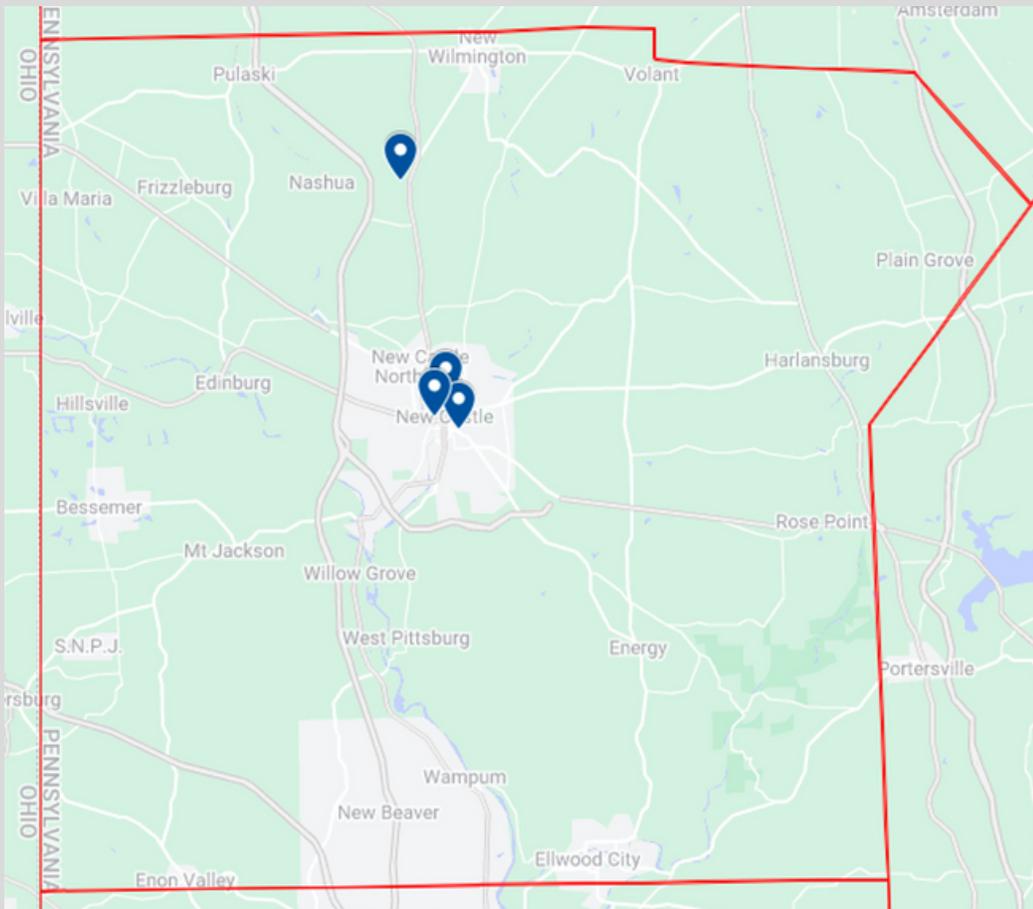
RESOURCES BY COUNTY

Lawrence County

- 5**
Intermediaries
- 2**
Higher Education Institutions
- 1**
Foundations

Although resources in Lawrence County are clustered in New Castle, the northwestern positioning of this county makes it distinct in comparison to southwestern Pennsylvania, and means that it often grouped with neighboring

Mercer and Erie Counties. For example, Erie Arts and Culture encompasses Lawrence County, while the Community Foundation of Western Pennsylvania serves both Mercer and Lawrence Counties exclusively. Finally, Lawrence County has significant intellectual capital in the form of Penn State Lawrence County and Westminster College.



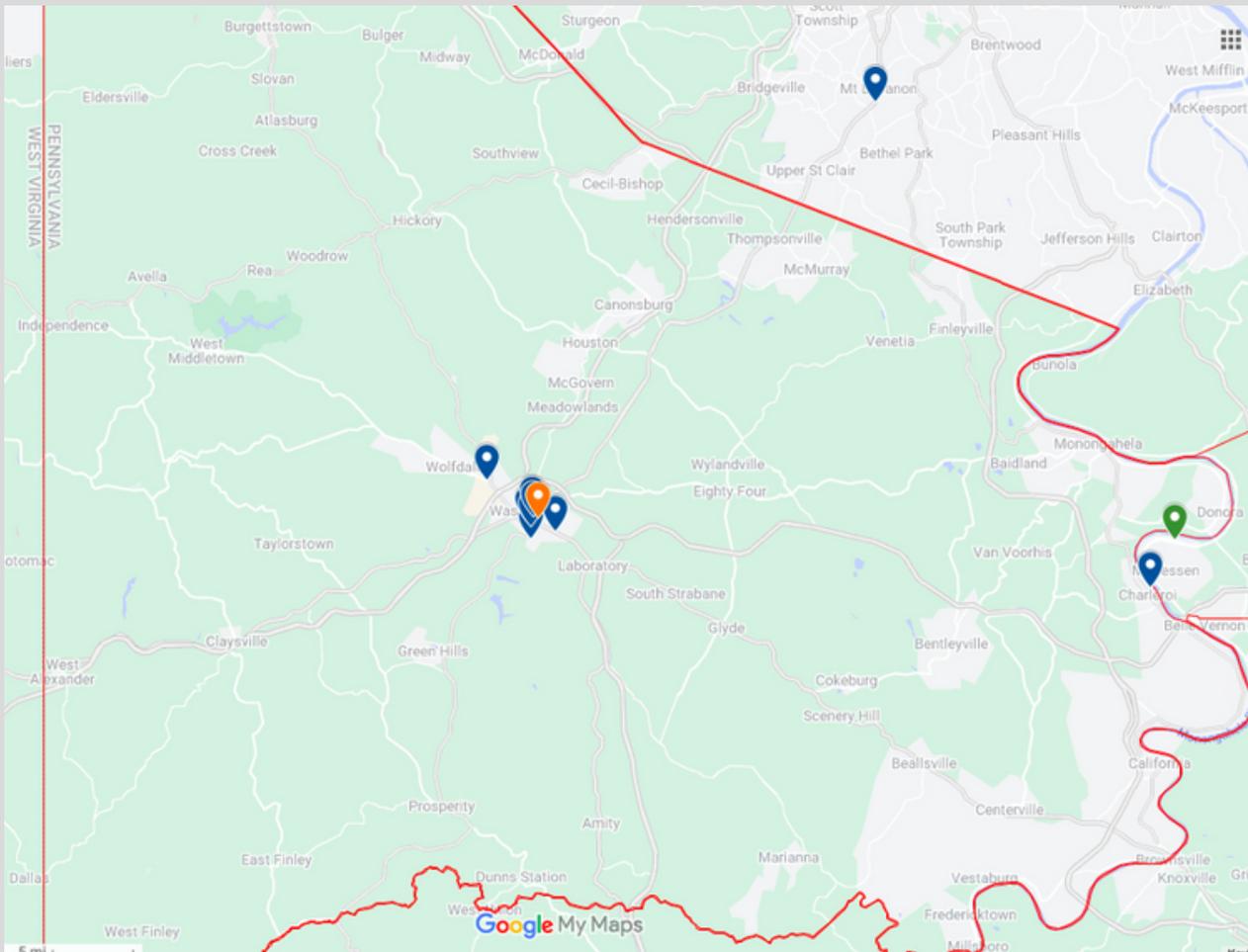
RESOURCES BY COUNTY

Washington County

- 9**
Intermediaries
- 2**
Higher Education Institutions
- 2**
Foundations

In contrast to other rural counties, Washington County has a relatively high amount of capacity-building support in the form of universities,

intermediaries, and foundations. Its Ignite Business Incubator is the result of a partnership between the Commonwealth of Pennsylvania, the City of Washington, Washington County, and Washington & Jefferson College, and thus serves as a meeting place of opportunity for those in the nonprofit and for profit sectors.



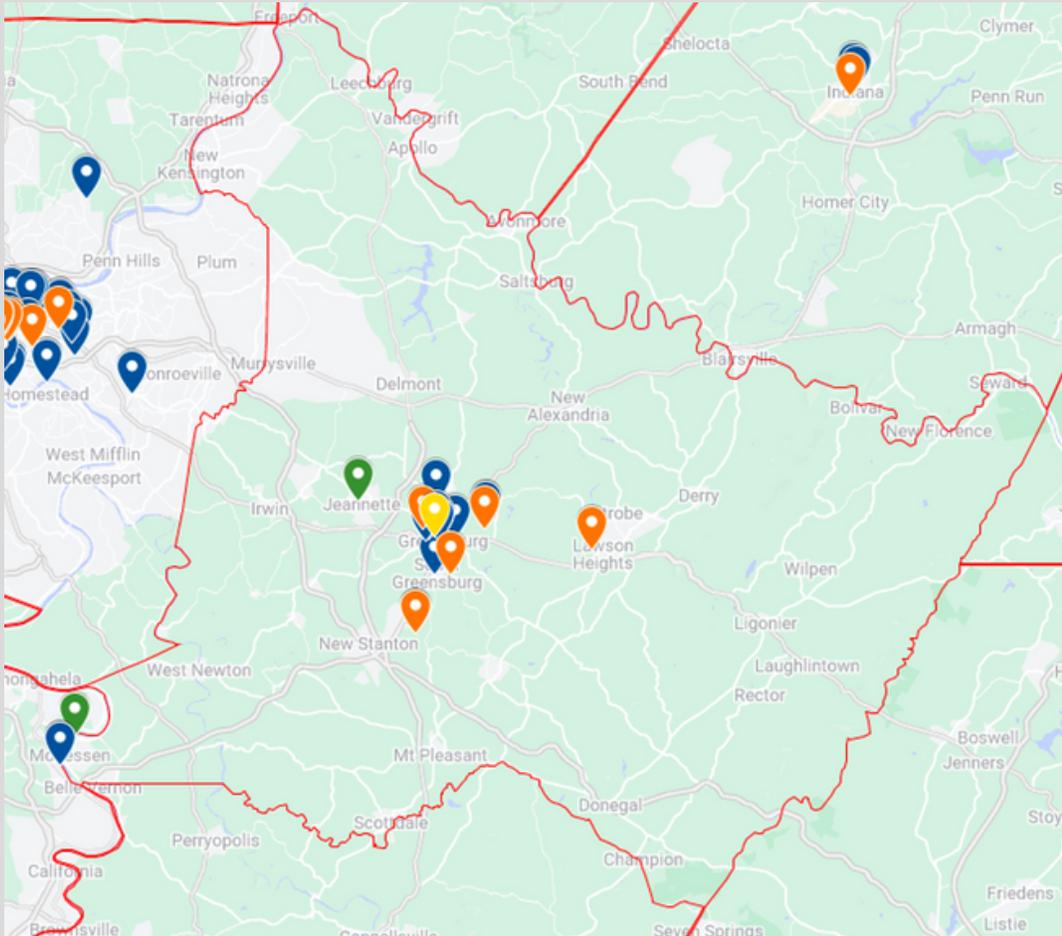
RESOURCES BY COUNTY

Westmoreland County

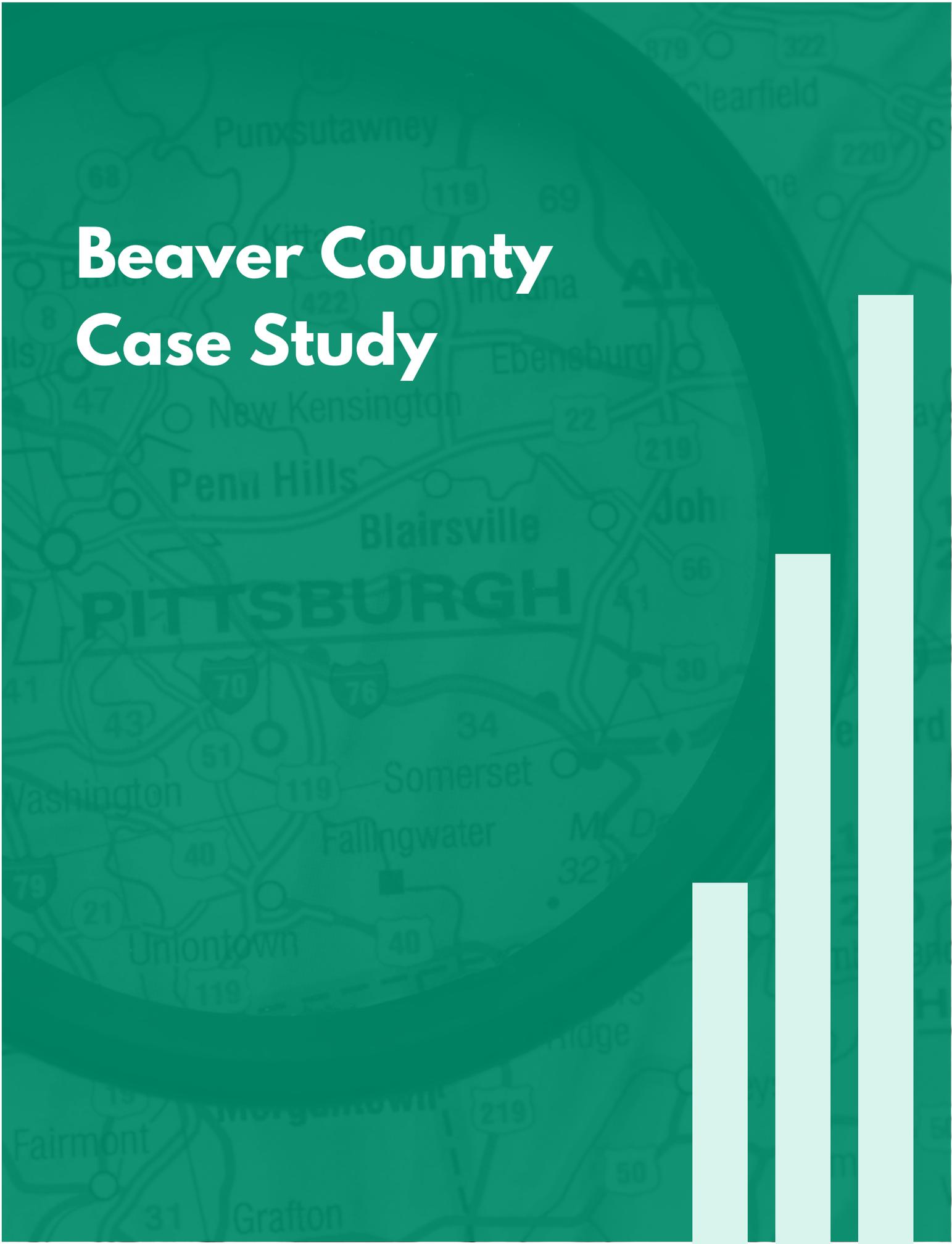
17 Intermediaries **5** Higher Education Institutions **1** Foundations

After Allegheny County, Westmoreland County has the most institutions of higher education, which include Saint Vincent College, Seton Hill University, and The University of Pittsburgh’s

Greensburg campus. While each has its own community engagement strategy - for example, Seton Hill’s Wukich Center for Entrepreneurial Opportunities trains community members in the intricacies of small business creation and development - these higher education institutions are springboards to opportunity in the form of intellectual and social capital.



Beaver County Case Study



BEAVER COUNTY CASE STUDY

BACKGROUND: WHY BEAVER COUNTY?

Beaver County is a mostly rural county; though not a part of Pittsburgh, Beaver County is often associated with this city's greater metropolitan area. While its proximity to Allegheny County made it ripe for comparison, Beaver emerged as a case study because it has a high Black resident to Black-serving nonprofit ratio.

Despite having nearly 11,000 Black residents, it has only 23 Black-serving organizations. This is the same number of organizations as Fayette County, which has a mere 2,900 Black residents.

Methodology

CCC-conducted interviews with Beaver County entities, including government officials, business owners, and non-profit heads, and approached a total of 44 Beaver County stakeholders. CCC also consulted the U.S. Census reports and other Web sources related to Beaver County.

BEAVER COUNTY CASE STUDY

Key Stakeholders

It is important to keep in mind the diverse roles of the primary stakeholders who are improving capacity-building efforts in the region. Research revealed groups helping with capacity-building efforts in Beaver County include:

- **Graduate students** helping Beaver communities with technical assistance, capacity-building, and training efforts
- **Non-profit heads** acting as intermediaries for increased dialogue and initiatives between nonprofits and funders/donors
- **Non-profit executive mentors** assisting non-profit heads in their capacity-building endeavors
- **Employer-based organizations** canvassing Beaver County communities to help train and assist unemployed people
- **Community organizations** providing outreach and technical training needed for a professional and competent workforce
- **Immigrant-serving organizations** helping immigrant communities build networks for growth, security, and greater employment opportunities
- **Government offices** ensuring that no individual, regardless of where they come from, is left behind

BEAVER COUNTY CASE STUDY

Challenges that Beaver County Faces

During the last two years, efforts have been made to integrate the segregated and, in the words of one regional non-profit head, “highly siloed,” communities of Beaver County. Stakeholders hope to cultivate a community where residents - rather than industry tycoons - are the authors of their community vision. The county’s fragmented landscape has often been a barrier to helping BIPOC-led nonprofits gain a stronger footing for resources and funding. This development coupled with competition among BIPOC-led nonprofits for scant resources and the fact that Beaver isn’t Pittsburgh, which means less attention from more prominent funders and nonprofits, has hindered growth for Black-serving organizations in Beaver County. Currently, there aren’t enough organizations in the region that have the capacity to bring resources and support to all the communities that need them. Additionally, Black-serving organizations in the region could benefit from more extensive rollouts of technical assistance initiatives that are not limited to funding and programming.

Standout Organizations in Beaver County’s Nonprofit Sector

Beaver County residents and leaders are committed to transforming their community for the better. Key contributors to this effort include:

- **Riverwise**, an intermediary in the Beaver region that has provided capacity-building for about 100 nonprofits in the area and are poised to continue to support the ecosystem in the county
- **The Genesis Collective** aims to create more innovative and creative spaces for local artists
- **The Employment Option Center** helps low-income families find employment
- **Contact Beaver Valley** supports families in crisis

Unfortunately, Beaver County’s Black-led and Black-serving organizations are few and far between, and far less centralized than the ones in Pittsburgh. In other words, it can be difficult for many Black-led organizations and residents to gain access to these nonprofits or be aware that they exist.

BEAVER COUNTY CASE STUDY

GAPS AND OPPORTUNITIES

Key stakeholders and others interested in helping Beaver County expand its capacity-building efforts can work towards filling the gaps that can impede progress.

Solutions

To combat these challenging situations, several Beaver County nonprofit stakeholders proposed the following solutions:

- **Increase Cross-Stakeholder Engagement:** The need for a convenor who can integrate Beaver’s siloed nonprofits across racial lines and strengthen the networks across the ecosystem
- **Uplift Beaver County’s Distinctness:** It is important to bear in mind the context in which Beaver County exists; Beaver

Some of these gaps are:

- Lack of discussion between nonprofits, intermediaries, and funders/investors
- Few BIPOC-led nonprofits compared to white-led nonprofits in Beaver County
- Insufficient trust among nonprofits and funders
- Inadequate planning tools to facilitate capacity-building among organizations, i.e. common calendars

County needs services and resources distinct from those in more urban areas like Pittsburgh—any future approaches to support the region need to understand the intersections of race and class as one nonprofit leader shared, and how those intersections differ from Allegheny County.

BEAVER COUNTY CASE STUDY

- **Share Knowledge through People Networks:** Nonprofits can establish volunteer networks that provide detailed knowledge of Beaver’s rural landscape and capacity-building potential for its nonprofits through information gathering/sharing.
- **Give Trust Time:** Nonprofit leaders shared the need to manage expectations for increased participation of nonprofits and other organizations—leaders need time to build their capacity and trust. As one Beaver County leader said, “The lack of time and patience needed to get to that point... I have 12 months of trust-building that I need to do before I get to that point [of collaboration].”
- **Tap into Existing People Power:** Youth should never be underestimated as a critical factor in building greater community cohesion and understanding. In fact, per one Beaver County head, nonprofits meet at regional college campuses to enhance discussions on resource acquisition and funding that will benefit targeted communities (Another Beaver County leader noted that the students in their town come from diverse backgrounds, attend the same primary schools, and get along very well together). There is a hope that these future leaders will bring the cohesion needed for the community.

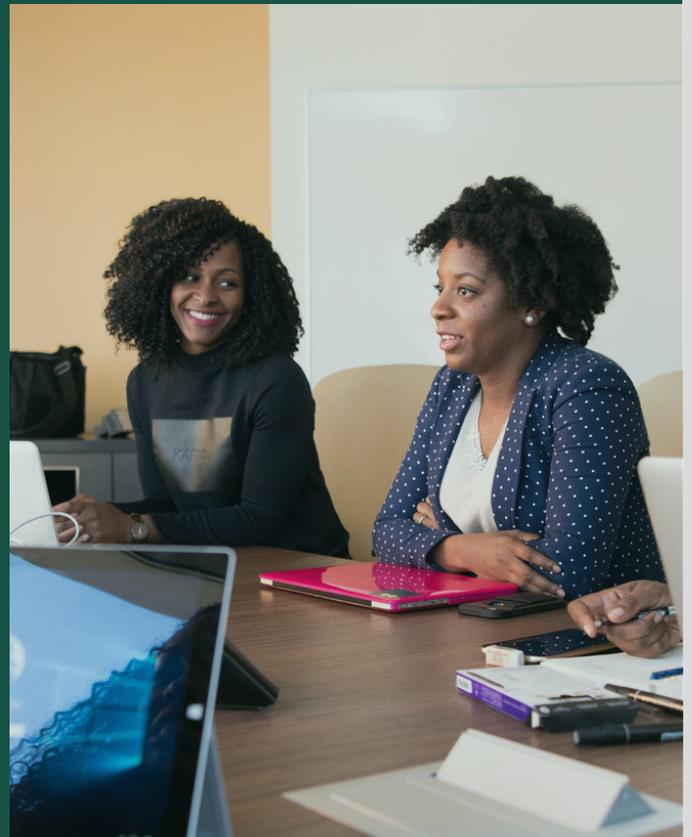
Three Black-led organizations that are already specifically addressing the needs of Black residents in Beaver County are The Franklin Center, which helps low-income families of color gain access to educational opportunities, such as access to local community colleges and universities, workforce development and training (The Franklin Center has participated in PACE's Intensive Services capacity-building program). CASA Beaver County is a non-profit organization that recruits volunteers as advocates for low-income BIPOC foster children. Finally, TRAILS helps pave the way for a smooth reentry into public life for Black and Brown returning citizens.

BEAVER COUNTY CASE STUDY

CONCLUSION

Beaver County is a region that has the potential for greater capacity-building efforts.

Its rural location and the fact that it isn't Pittsburgh have been factors that were shared by interviewees that have contributed to the lack of capacity-building efforts. Funding to support connections between nonprofit leaders that serve communities of color, and those that don't, could benefit the entire Beaver region by further reducing the physical segregation that already exists among the residents, and facilitating opportunities that allow the leaders from the varying communities to find time to collaborate and connect.



BEAVER COUNTY CASE STUDY

ADDITIONAL DEMOGRAPHIC INFORMATION ABOUT BEAVER COUNTY

RACE	PERCENTAGE
Caucasian/White	85.53%
African American/Black	6.6%
Native American/Indigenous	0.12%
Latino/Hispanic	2.15%
Asian	0.61%
Pacific Islander	0.03%
Mixed/Other	5%

Poverty/Median Household Income Level

The poverty level in Beaver County stands at **9.1%**.

The reported median household income is **\$59,014.00**.

Education

93.8% of the population holds a high school diploma or an equivalent degree (i.e., GED); **25.5%** of the population holds a bachelor's degree or higher (both groups relate to 25+ year-old individuals).

Westmoreland County Case Study



WESTMORELAND COUNTY CASE STUDY

BACKGROUND: WHY WESTMORELAND COUNTY?

Westmoreland County emerged as a prime case study for the Analysis of Regional capacity-building Project for several reasons.

Westmoreland County has:

- The third highest percentage of Black residents after Allegheny County and Beaver County
- The highest number of Black-serving organizations outside of Allegheny County
- Access to intellectual, fiscal, and social resources in neighboring Allegheny County
- A clustering of higher education institutions

These overlapping factors mean that Westmoreland County has a large number of Black-led and Black-serving nonprofits that could benefit from additional capacity-building, and that there is existing capacity-building infrastructure into which PACE or others can tap.

WESTMORELAND COUNTY CASE STUDY

Challenges that Westmoreland County Faces

A County in Flux

According to Westmoreland County's 2018 Comprehensive Plan, which was completed by Westmoreland County's Planning Department, the county has faced various changes that have impacted economic growth and community development. Like much of Southwestern Pennsylvania, the collapse of the manufacturing industry in the 70's and 80's led to a decrease in regional employment opportunities, which in turn caused a generation of families to relocate. Westmoreland County is in the process of redefining itself and rebranding its image to attract both residents and businesses.

Inadequate and Disconnected Services

A 2021 study of the human service organizations in Westmoreland County, funded by RK Mellon, found that there was a lack of integration between human service organizations. This contributed to inadequate distribution of available resources at the county-level, and a lack of awareness surrounding these resources. At the provider level, there is limited funding to meet the capacity needs of organizations and to eliminate barriers to service faced by community members such as, inadequate transportation, stigma surrounding receiving services, insufficient housing, etc. There have been very few community needs assessments on Westmoreland County, and stakeholders voiced that this could address some of the disconnects.

Underfunded Nonprofits

There are a myriad of organizations working to help the community, however over 80% of the nonprofits in Westmoreland County have budgets less than \$600,000. Between other counties studied for this project, Westmoreland County had the highest number of Black-serving organizations, the majority of which had capacity scores of "good," "fair," or "poor." Insufficient funding impacts these organizations' ability to serve the second largest county in Southwestern Pennsylvania and Westmoreland County's Black community in particular.

WESTMORELAND COUNTY CASE STUDY

GAPS AND OPPORTUNITIES

Throughout the Analysis of Regional capacity-building Project, CCC reached out to 56 Westmoreland County representatives including nonprofit leaders, funders, and capacity builders.

This outreach revealed six key gaps and opportunities that are specific to Westmoreland County:

1. Stakeholders in the nonprofit sector are unaware of a central convenor that is facilitating communication between peers and across silos.
2. Leadership is not diverse in organizations and organizational awareness of issues of Diversity, Equity and Inclusion is limited.
3. Lack of transparency between organizations and funders due to fear of not receiving funding (i.e. limited discussion surrounding organizational capacity. etc.).
4. Organizations don't have the infrastructure to provide services long-term.
5. Black-led organizations are small and lack the people power to apply for funding opportunities to increase capacity.
6. capacity-building processes exist but they are unknown to those that need them.

WESTMORELAND COUNTY CASE STUDY

Solutions

Connect Nonprofits

The WestCo Nonprofit Network, convened by the Community Foundation of Westmoreland County connects nonprofit leaders in an effort to explore gaps and challenges of the sector from a regional perspective and explore opportunities for collaboration. Professional development is also provided by the network.

Collaborate to Diagnose the Issues in the Ecosystem

The RK Mellon Foundation granted Westmoreland County funding to study the human service ecosystem within the region. This resulted in a collaboration between The United Way of Southwestern Pennsylvania (UWSWPA), the Community Foundation of Westmoreland County (CFWC) and the Westmoreland County Commissioners (Collaborating Organizations). Some of the recommendations from that plan include:

- Improve coordination and integration of human services at the system level
- Increase awareness of, and access to, services through outreach and education
- Increase provider capacity through sharing data, centralizing intake for county providers, creating an advisory committee, and strengthening partnerships between human services providers.

A human services director has been hired to oversee the implementation of these strategies.

WESTMORELAND COUNTY CASE STUDY

Continued Oversight of the 2018 Comprehensive Plan

In a number of areas, Westmoreland County intermediaries are helping to implement the recommendations of the plan. An update in 2021, shared that higher education, private industry, and the nonprofit sector partners are collaborating and contributing to advancing elements in the plan. Some examples are below:

Industry

Experienced business leaders, who serve as mentors through Westmoreland SCORE, a network of local volunteer business experts, continue to help budding entrepreneurs succeed.

Higher Education

Saint Vincent College's SBDC helped 15 local entrepreneurs launch their own small businesses; Penn State New Kensington announced plans to use grant funds to enable four local high schools to receive robotics and software training and workforce development education at the Digital Foundry in downtown New Kensington; University of Pittsburgh- Greensburg hosted a welcome event for students and faculty from local colleges and universities, providing an opportunity to connect with local organizations and the city.

Nonprofits

Westmoreland County Action, as a part of the Welcoming Westmoreland initiative, gathered input from the public through a diversity and inclusivity survey, hosted a strategic planning meeting with local leaders, and made progress on an ambassador program and website to welcome new residents to Westmoreland County; Economic Growth Connection of Westmorland administered Covid Relief funding to a number of nonprofits and businesses in Westmoreland County.

Residents

A Murrysville native helped create The Connected Foundation, an organization aimed at combating senior isolation.

WESTMORELAND COUNTY CASE STUDY

RECOMMENDATIONS

During listening sessions, those who know Westmoreland County best made several recommendations for how to continue improving connectedness and collaboration in the nonprofit sector.

1. Maintain communication among nonprofit organizations to ensure that services aren't being duplicated to increase capacity-building efforts. The work that is already underway needs to be continued and expanded.
2. Approach capacity-building from a needs-based perspective (i.e., "what do organizations need and how can we assist them?"). More diagnostic tools need to be made available to the nonprofits in Westmoreland County to assist them in growing their own capacity.
3. Provide targeted capacity-building support for Black-led and niche organizations to scale their impact and ensure that they are able to adequately support the diverse needs of the county.
4. Analyze the distribution of support across Westmoreland County, as the needs of Greensburg are very different from those in Jeanette and New Kensington.

WESTMORELAND COUNTY CASE STUDY

ADDITIONAL DEMOGRAPHIC INFORMATION ABOUT WESTMORELAND COUNTY

Economy

- The primary private employers in this area are Excelsa Health, United Parcel Services, Peoples Gas, Polyconcept North America, Elliott Company, Kennametal, West Penn Power, Acoa Inc., MSA Safety, Inc., and SuperValu.
- There are 190 BIPOC-owned businesses
- There are 963 women-owned businesses
- There are 539 veteran-owned business

According to 2021 U.S. Census data, compared to neighboring counties (Allegheny, Armstrong, Butler, Cambria, Fayette, Indiana, Washington), Westmoreland has the:

- Second highest total population
- Second highest Veteran population
- Third highest percentage of persons who were high school graduates or higher
- Had the third highest mean travel time to work
- Had the second highest percentage of BIPOC-owned businesses
- Had the second highest percentage of Veteran owned businesses

WESTMORELAND COUNTY CASE STUDY

Population Characteristics

Demographics

- 93% of the population is White, non-Hispanic
- 2.8% is Black or African American
- 2% is Native Hawaiian or Other Pacific Islander
- 1% is Asian
- The population includes 25,079 Veterans

Age and Sex

- 4.3% of the population is under 5 years old
- 18.2% of the population is under 18 years old
- 23.7% of the population is 65 and over
- 50.6% of the population is female

Income & Poverty

- The median household income is \$61,398
- 9.3% of the population are in poverty

Education

- 94.8% of those over the age of 25 are high school graduates or higher
- 30.3% of those over the age of 25 have a bachelor's degree or higher

Health

- 10.4% of those under the age of 65 are disabled
- 5.3% of those under the age of 65 are uninsured

Libraries as Capacity Building Sites: A Case Study



LIBRARIES

BACKGROUND: WHY LIBRARIES?

Libraries are information centers that offer unique advantages and opportunities for the capacity-building sector.

Because they receive public funding to maintain a steadfast connection between the community and their resources, libraries are community anchors and provide easy access to otherwise hard to find information and tools. The fact that libraries provide space, technology, and unlimited high speed internet is especially important for rural and low-income counties, where these resources are key to fostering the long term growth of communities and organizations. As community centers and places for convening, they engage the public through events, trainings, and knowledge sharing. In this vein, libraries are the original, no-cost coworking spaces; they offer abundant space, private gathering rooms, and free high speed internet, and are known sites for collaboration, networking, and problem-solving. Finally, libraries are tapped into a system of libraries across the state and nation, connecting them to innovative approaches and best practices for building and sustaining community relationships, regardless of the rural-urban divide. Below are some of the specific resources that libraries and library associations provide.

LIBRARIES

What do libraries currently provide?

Professional Development

Library associations equip public library workers and community members with the knowledge and abilities needed to drive change to respond to the needs of communities. By participating in leadership development opportunities that the libraries provide, these leaders make the library a valuable resource, promoting the growth of individuals and communities. Associations that provide professional development opportunities include:

- **Pennsylvania Libraries Association** (PaLA) provides professional and leadership development opportunities for librarians and community members. The PaLA Academy of Leadership Studies (PALS) hosts programs and workshops that give librarians leadership development tools. Additionally, they offer a **Speakers Bureau** that provides libraries with access to professionals with cutting-edge organizational management techniques, valuable tools, inspiring success stories, and suggestions for professional development.
- Allegheny County Leadership Association created a **Talent Bank** focused on connecting qualified people with board and committee openings at Allegheny County Libraries. By establishing connections between people of the community and the libraries' boards and committees, they launched the bank on their website in an effort to diversify the leadership at their neighborhood libraries.



LIBRARIES**Knowledge and Resources**

Libraries provide access to capacity-building information through their detailed databases and directories, which organizations can use to locate services that they may need, such as grant opportunities and nonprofit management. The databases are easily accessible to organizations and provide a “one-stop shop” for finding important information and resources.

- The [Center Express Library](#) in Beaver County is a Nonprofit Resource Center that provides free public access to books on fundraising and nonprofit management as well as grantmaker directories. These completely searchable databases contain a comprehensive list of recent grants awarded by the top funders in the country, in-depth biographies of foundations with Pennsylvanian roots, and other resources.
- The [Carnegie Library of Pittsburgh](#) hosts a Nonprofit Resource Center, facilitates career counseling, and connects entrepreneurs to information and support organizations. The library hosts several archives that include community histories and stories of residents in the Pittsburgh region. It is a center for convening, learning, and community.

LIBRARIES

KEY TAKEAWAYS

Libraries provide communities with secure, open, and free educational resource centers.

As a result, libraries are uniquely positioned to increase the community's access to capacity-building resources that are currently scarce. As PACE considers expanding its scope of influence, it should consider that:

- **Libraries are network centers in hard to engage counties and areas:** Even the most rural, underfunded counties have public libraries that can serve as points of contact for their communities.
- **Libraries are known capacity builders:** For both their staff and patrons, libraries are experts at equipping people with skills and understanding the distinct needs of diverse stakeholders.
- **Libraries are tapped into the nonprofit sector:** Whether the library has an official center for nonprofit learning or not, libraries have a unique perspective on the community's strengths and opportunities.

Recommendations for Future Impact



FUTURE IMPACT

BACKGROUND

The Analysis of Regional capacity-building Project convened diverse stakeholders in Southwestern Pennsylvania’s nonprofit sector, including nonprofits, capacity builders and funders.

While these groups voiced a variety of challenges and opportunities to improve the sector’s functioning overall, Black-led and Black-serving nonprofits are disproportionately challenged and have fewer opportunities overall. The recommendations below highlight PACE’s unique value add and provide a springboard for a more equitable region.



FUTURE IMPACT

RECOMMENDATION 1

Continue PACE's Work

Stakeholders expressed many challenges that nonprofits, funders, and capacity builders face, ranging from access to information and knowledge of systems to have the capacity to build capacity. In several cases, PACE is one of the only known entities in southwestern Pennsylvania that address specific challenges. These include:

Multi-year capacity-building support

PACE's Intensive Services capacity-building Program allows nonprofits to apply competitively for several consecutive years and is a distinct type of capacity-building program in the region. For ten years, PACE managed the Strategic Action Planning program, which was a three-year capacity-building program of planning and plan implementation funding. PACE is also currently managing the Pittsburgh Cultural Treasures Initiative Phase II, a 3-year program.

Locating Black-led and Black-serving organizations outside of Allegheny County

PACE's new Regional Indicators of Community Wellbeing allows the user to search by the race of the community that the nonprofits serve. This enables the user to both to learn about new nonprofits and to understand the role they play in their community.

Diagnosing nonprofits' needs

By using the iCAT, PACE has an objective tool to measure not only an individual organization's strengths and areas for growth but also to pinpoint how the organization compares to its peers.

FUTURE IMPACT

RECOMMENDATION 2

Conduct a Southwestern Pennsylvania ecosystem assessments every 3-5 years

The Pittsburgh region is saturated with nonprofits. As these organizations collapse or expand, it will be essential for funders, capacity builders, and peer nonprofits to understand how the sector is changing, its strengths, and its challenges. This will highlight opportunities for PACE and others to fill in gaps. Moreover, the city of Pittsburgh has experienced a mass exodus of Black talent. As PACE continues to focus on Black-led and Black-serving organizations, it will be critical to track how these demographic changes have impacted nonprofits throughout Southwestern Pennsylvania.

RECOMMENDATION 3

Leverage PACE's reputation and positioning to develop relationships, especially across sectors

Throughout the community conversations, PACE's expertise, cross-sector positioning, and knowledge of the nonprofit sector were repeatedly voiced by all stakeholder types. PACE is also one of the few organizations that collaborates across sectors; while they provide in-house capacity-building support, they also have a history of collaborating with peer agencies and independent consultants and serve as the go-to for funders who need recommendations on where to send grantees for capacity-building support. The Covid-19 pandemic highlighted new opportunities for collaboration and new approaches to supporting the nonprofit sector. Building on this momentum, PACE should:

Create informal space for diverse stakeholders to convene, connect, and ideate together

It is clear that funders do not know the extent of nonprofits' capacity-building needs, nor do they understand the expertise of different intermediaries. By helping to build relationships across sectors, nonprofits, capacity builders, and funders will have a better sense of who does what, as well the nuances of capacity-building.

FUTURE IMPACT**Convene foundation representatives (ie. program officers) who have the same subject-matter expertise and grantmaking priorities**

By working together more closely, funders will be able to better support the needs of grantees and to understand widespread changes in their respective program areas.

Offer multiple types of capacity-building support that foster collaboration between university personnel, nonprofits, and communities

As organizations approach PACE for capacity-building support, PACE could prioritize proposals between multiple types of stakeholders. It could also create a new program specifically to foster this type of cross-sector partnership building.

Additionally, multiple funders pointed to the Arts Equity Reimagined Effort as a successful collaboration and a promising practice. Both PACE and New Sun Rising facilitated the support for that effort, but PACE's work was focused on the capacity-building portion. Since then, PACE has continued to help bridge the gap between the work of local organizations and the funding efforts of nonprofits.

RECOMMENDATION 4**Advocate to funders on behalf of Black-led and Black-serving nonprofits**

Throughout the listening sessions, stakeholders described the additional burdens that Black leaders in the nonprofit sector face. From fewer operating dollars and less capacity to the challenges that systemic racism creates, Black-led and Black-serving organizations have distinct needs. Yet, addressing these challenges will certainly benefit all nonprofits in Southwestern Pennsylvania. Pairing the anecdotal evidence that was uncovered through the Analysis of Regional capacity-building Project with the conclusions of PACE's Nonprofit Effectiveness Study highlights that there are several ways for funders to support Black-led and Black-serving nonprofits:

FUTURE IMPACT**Focus on flexible dollars**

On the whole, Black-led and Black-serving nonprofits have fewer cash reserves and smaller staff. Funders should prioritize grants designated for operating costs and those that operate on shorter timelines.

- From a recent evaluation of PACE's Executive Coaching Program (2022), Participants were asked to share their organizational capacity to support leadership development opportunities. Most participants (63%) noted that their organization does not budget for executive or leadership coaching and/or allocates little to no funds for education (67%) or professional development training (20%). Organizations that budget for any combination of these development options have a funding ceiling of \$5000 annually across the organization, which limits access to these opportunities.

Increase transparency

Ensure that grants clearly state the extent to which funds will cover capacity-building costs as well as any other potential considerations (organization size, existing relationship with funder, etc.). Moreover, grantmakers should clearly explain the different phases of grantmaking (ie. application, review, presentation to board for approval) and the details of each.

Streamline grant processes

Grant applications are often very detailed, with several essays, budgets, and letters from partners. Grantmakers should use a common application to ease the grant application process.

Expand opportunity to non-501c3s

Many Black-led and Black-serving organizations, particularly those outside of Allegheny County, are not 501c3s. In spite of limited funding sources, these organizations continue to provide essential resources for their communities. By creating or expanding funding sources to which non-501c3s are eligible, organizations who are the lifeblood of their communities will have additional opportunities for support.

FUTURE IMPACT

RECOMMENDATION 5

Focus on breaking the cycle of dependency between nonprofits and funders

While nonprofits lamented about the inaccessibility of grant funds, funders repeatedly voiced that there are simply too many nonprofits in proportion to available grant dollars. In its capacity-building work, PACE should focus on helping nonprofits to build out their financial portfolios, such as by helping them to develop fee-for-serving models or recruit high-level development staff.

Additionally, PACE is actively working to demonstrate how community needs and demographic trends have changed. Despite having many NGOs in the sector, there need to be more efficient organizations to meet those needs. PACE could help dispel the "myth of too many nonprofits" by educating funders and government agencies on how to assess organizations by how much they are actively helping community members; not by how much funding they currently possess or how long they have been serving the community.

FUTURE IMPACT

RECOMMENDATION 6

Make connections with community anchors outside of Allegheny County

Stakeholders repeatedly voiced that Allegheny County has resources that are unavailable to much of the 10-county Southwestern Pennsylvania region, especially in terms of capacity-building organizations like PACE, The Forbes Funds, The Bayer Center or New Sun Rising. In their stead, higher education institutions, local libraries and government agencies have become resources for nonprofits, equipping knowledge, providing them with space, and connecting them with stakeholders both within and beyond the nonprofit sector. No entity is connecting these sectors and serving as the neutral convenor. In order to further capacity-building in order regions, PACE should convene both the libraries and the higher education institutions — especially statewide universities like Penn State — to see if the groups can better coordinate their support of communities.

FUTURE IMPACT

RECOMMENDATION 7

Prioritize counties with a large number of Black residents

As mentioned above, Black residents continue to leave the city of Pittsburgh and many of these people have moved to the edges of Allegheny County and surrounding counties. Of particular interest is Beaver County, which has the second highest number of Black residents (after Allegheny), yet does not have the nonprofit infrastructure to meet the needs of its Black-serving organizations. While the following recommendations are specific to Beaver County, they are applicable to any rural county with a large proportion of Black residents:

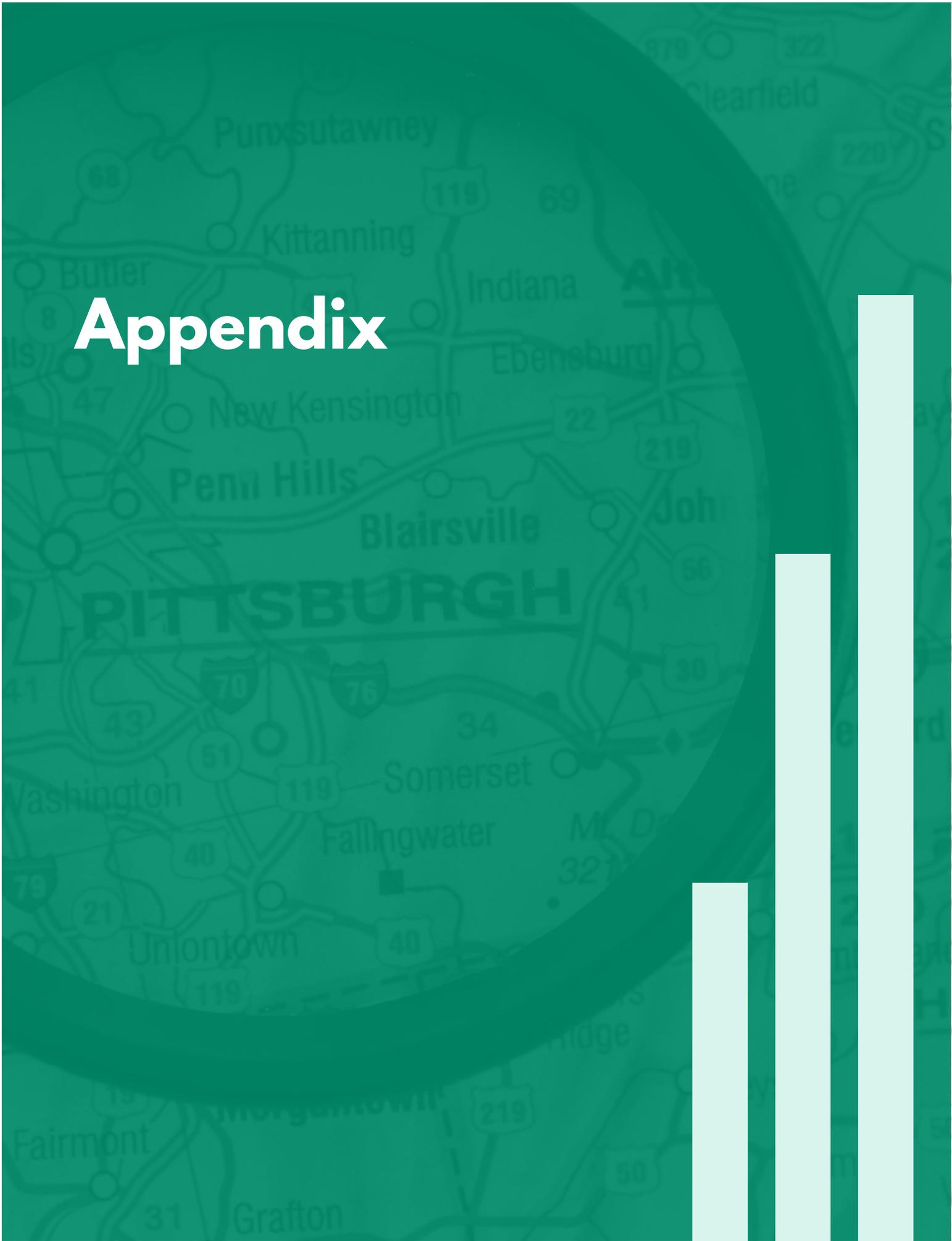
Assess available funding and capacity-building resources

Beaver County has a single, small foundation in the form of the Beaver County Foundation. Unlike foundations in other counties that are geographically near and connected to Allegheny County's resources - such as the Westmoreland County Foundation - Beaver's foundation is not tapped into the larger foundation network. Meanwhile, other capacity-building assets, such as the United Way of Beaver County, are disconnected from the larger network of the United Way of Southwestern Pennsylvania (which includes a number of other rural counties).

Serve as a central convener

While the libraries and institutions of higher education mentioned in recommendation 6 will provide a springboard, rural counties in particular will need sustained attention and support to cultivate relationships and develop joint strategies.

Appendix



APPENDIX

LIST OF ENGAGED STAKEHOLDERS

NAME	ORGANIZATION	STAKEHOLDER TYPE	COUNTY
Alyssa Cholodofsky	United Way of SW PA	Funder	Regional
Alyssa Pistininzi	Penn State New Kensington	Higher Ed	Westmoreland
Amanda Trocki	Pittsburgh Cares	Intermediary	Regional
Amber Farr	Allegheny County Department of Human Services	Government	Allegheny
Andre Samuel	The Citizen Science Lab	Nonprofit	Allegheny
Angela Reynolds	YWCA	Nonprofit	Allegheny
Anna Hollis	Amachi	Nonprofit	Allegheny
Anthony Princeton	Westmoreland County.Forum for Workforce Development	Intermediary	Westmoreland
Barbara Taylor	Grantmakers of Western PA	Intermediary	Allegheny
Brett Fulesday	Social Venture Partners	Intermediary	Regional
Cara Ciminillo	Trying Together	Intermediary	Allegheny
Carmen Anderson	The Heinz Endowments	Funder	Allegheny
Christy Rowing	City of Washington Citywide Development Corporation	Nonprofit	Washington
Cynthia Haines	Sto-Rox Neighborhood Corp./Focus on Renewal	Nonprofit	Allegheny
Cynthia James	Youth Places	Nonprofit	Allegheny
Damion Wilson	POISE	Funder	Allegheny
Daniel Rossi-Keen	Riverwise	Intermediary	Beaver
Daniel Stiker	New Sun Rising	Intermediary	Allegheny
Dave Coplan	Mon Valley Providers Council	Intermediary	Allegheny
Dennis Henderson	Manchester Youth Development Center	Nonprofit	Allegheny
Dr. Roger Davis	Community College of Beaver County	Higher Education	Beaver
Ellen Rossi	EQT Foundation	Funder	Fayette +
Fred Brown	The Forbes Funds	Intermediary	Allegheny
Gabby Gonzalez	RK Mellon Foundation	Funder	Regional
Gordon Manker	Wilkinsburg Community Development Corporation	Intermediary	Allegheny
Gregg Behr	Grable	Funder	Allegheny
Jace Ransom	Allegheny County DHS	Government	Allegheny
Jada Shirriel	Healthy Start Inc.	Intermediary	Westmoreland
James Fogarty	A+ Schools	Nonprofit	Allegheny
Jamie Baxter	Allies for Children	Intermediary	Allegheny
Jamilah Ducar	University of Pittsburgh	Intermediary	Allegheny

APPENDIX

NAME	ORGANIZATION	STAKEHOLDER TYPE	COUNTY
Jamillia Kamara	The Pittsburgh Foundation	Funder	Allegheny
Jaron Paul	Allegheny County Department of Human Services	Government	Allegheny
Jennifer Batterton	Allegheny County Department of Human Services	Government	Allegheny
Jennifer Rafanan Kennedy	Pittsburgh United	Intermediary	Regional
Jesse McLean	Allegheny County Department of Human Services	Government	Allegheny
Jessica Ruffin	Allegheny County Department of Human Services	Government	Allegheny
Jim Denova	former Benedum Foundation/Forbes Funds	Funder	Allegheny
John Stafford	Greensburg Community Development Corporation	Nonprofit	Westmoreland
Jordan Mroziak	Carnegie Mellon University Center for Shared Prosperity	Intermediary	Allegheny
Julia Riley	BoardLead (National program of Cause Strategy Partners operating in Pittsburgh)	Intermediary	Allegheny
Julia Santucci	University of Pittsburgh, GSPIA, Johnson Institute for Responsible Leadership's Nonprofit Clinic	Intermediary	Allegheny
Kathi Elliott	Gwen's Girls	Nonprofit	Allegheny
Kathy Buechel	Benter Foundation	Foundation	Allegheny
Laurel Randi	McCune Foundation	Funder	Regional
Linda Thomson	JARI	Intermediary	Regional: Fayette, Indiana
Lisa Kuzma	Allegheny County Department of Human Services	Government	Allegheny
Marimba Milliones	Hill Community Development Corporation	Intermediary	Allegheny
Marisol Valentin	McAuley Ministries	Funder	Allegheny
Mayor Kenya Johns	City of Beaver Falls	Government	Beaver
McCrae Martino	Community Foundation of Westmoreland County	Funder	Westmoreland
Michel Conklin	BotsIQ	Nonprofit	Allegheny
Michel Keller	Private Industry Council	Intermediary	Westmoreland
Michelle Price	Chatham Women's Business Center	Higher Ed	Allegheny
Michelle Thomas	The Mentoring Partnership of SW PA	Intermediary	Allegheny
Nadyli Nunez	Ascender	Intermediary	Allegheny
Neil Parham/Kannu Sahni	Highmark	Funder	Allegheny
Nicholas Cotter	Allegheny County Department of Human Services	Government	Allegheny
Pamela Rossi-Keen	The Genesis Collective	Intermediary	Beaver
Presley Gillespie	Neighborhood Allies	Intermediary	Allegheny
Reggie Smith	Allegheny County Department of Human Services	Government	Allegheny
Renee Couser	Community Foundation of Fayette County	Funder	Fayette
Rob Hamilton	Westmoreland County Director of Human Services	Government	Westmoreland
Robert Cherry	Partner 4 Work	Intermediary	Allegheny

APPENDIX

NAME	ORGANIZATION	STAKEHOLDER TYPE	COUNTY
Robert Scherrer	Allegheny Intermediate Unit	Intermediary	Allegheny
Sarah Krupp	Penn State University	Higher Ed	Allegheny
Selena Schmidt	Coro Pittsburgh	Intermediary	Regional
Shenay Jeffrey	University of Pittsburgh, Pitt Serves	Intermediary	Allegheny
Sherry Cooper	National Duncan Glass Society	Nonprofit	Washington
Sonya Tilghman	Hazelwood Initiative	Nonprofit	Allegheny
Stephanie Lewis	Allegheny Partners for Out-of-School Time	Intermediary	Allegheny
Summer Dean	Advancement Advisors	Intermediary	Allegheny
Tiffany Huff-Strothers	When She Thrives	Nonprofit	Regional
Tiffany Wilhelm	The Opportunity Fund	Funder	Allegheny
Tracey Armant	Grable	Funder	Allegheny
Ty Gurley	Hillman Foundation	Foundation	Allegheny
Tyler Samstag	Remake Learning	Intermediary	Allegheny
Yvonne Van Haitsma	Executive Service Corps (part of The Bayer Center)	Intermediary	Allegheny