

CHALLENGING GRANTMAKERS TO STRENGTHEN COMMUNITIES



# Strengthening Democracy, Increasing Opportunities

IMPACTS OF ADVOCACY, ORGANIZING, AND  
CIVIC ENGAGEMENT IN PENNSYLVANIA

by Julia Craig

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## ABOUT THE AUTHOR

**Julia Craig** joined NCRP in 2007 and now serves as research associate. She was a contributing author to NCRP's *Criteria for Philanthropy at its Best* and coauthored two other reports in the *Strengthening Democracy, Increasing Opportunity* series, on North Carolina and Los Angeles. Previously, Julia served as an AmeriCorps VISTA at the Human Services Coalition, a nonprofit social service and advocacy organization in Miami, Fla. Julia holds a degree in social relations from James Madison College at Michigan State University. She is currently pursuing a master's degree in Public Anthropology at American University.

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# I. Executive Summary

When foundations and other institutional grantmakers invest in nonprofit organizations engaged in policy advocacy, community organizing and civic engagement, does it make a difference for Pennsylvania communities?

This report describes, measures and—where possible—monetizes the policy impacts of 13 organizations in Pennsylvania, achieved largely with foundation support. The National Committee for Responsive Philanthropy (NCRP) analyzed data on the organizing, advocacy and civic engagement these groups undertook during a five-year period (2005-2009).

The research reveals impressive results. Collectively, the groups garnered more than \$3.1 billion for marginalized communities in the state and achieved many equally significant non-monetary benefits. The groups studied worked with underrepresented constituencies in Pennsylvania on a range of issues, including poverty, low-wage worker issues, education, access to affordable health care, environmental issues, affordable housing and civil rights. These organizations utilized a variety of strategies to achieve change, including working in coalition, mobilizing affected communities, conducting research, employing legal strategies, reaching out to the media and engaging in direct legislative advocacy.

Using these strategies and others, the groups achieved significant accomplishments. Key findings were:

- > For impacts that could be monetized, the aggregate benefit over five years was \$3,175,929,346, including:
    - \$1 billion in additional wages for minimum-wage and low-wage workers in the state, primarily coming from the private sector;
    - \$827 million in new state funding for public schools; and
    - More than \$49 million to support the creation and preservation of affordable housing in Philadelphia.
  - > Foundations and other institutional grantmakers provided critical monetary, capacity-building and convening support to these efforts. Funders contributed \$22.1 million, or 85 percent, of all advocacy and organizing funding over a period of five years.
  - > For every dollar invested in their advocacy, organizing and civic engagement (\$26.1 million total), the groups garnered \$122 in benefits for Pennsylvania communities.<sup>1</sup> This return on investment is consistent with our findings in other sites.
  - > Non-monetizable impacts also benefited tens of thousands of underserved Pennsylvanians, including:
    - Protecting clean water in rural communities;
    - Providing inclusive education opportunities for students with cognitive disabilities; and
    - Preserving neighborhood stability through foreclosure prevention.
  - > The organizations creatively engaged constituencies across the state, helping marginalized groups find a voice in the democratic process and marshaling the people power to make change by:
    - Collectively training more than 10,000 leaders;
    - Growing their membership by more than 10,000 individuals; and
    - Helping 14,000 people communicate directly with policymakers.
- Civic engagement strategies included providing basic training in organizing fundamentals, involving youth in the development of an advocacy agenda, ensuring community input on a housing trust fund oversight board and holding community accountabili-

ty sessions with local elected leaders.

Grantmakers were critical to the success of these organizations, providing the lion's share of support for their advocacy and organizing work and giving non-monetary support by leveraging media contacts, connecting grantees to like-minded funders and convening coalitions. Many Pennsylvania philanthropies supported these groups, as did several national level funders.

However, NCRP's research indicates that Pennsylvania's nonprofit infrastructure is in jeopardy. More than any other site included in this series, NCRP found that the state's nonprofit organizations engaged in advocacy, organizing and civic engagement work were struggling. Many groups experienced executive turnover, were operating on reserves or reduced budgets and scrambled to do more with less as their constituents faced financial strain in their own lives. A few organizations were dormant or closed their doors altogether.

This report demonstrates the value that these organizations bring to communities in Pennsylvania and should serve as a wake-up call to philanthropic partners in the state. When nonprofits that advocate lose capacity, so does the broader nonprofit infrastructure that provides vital contributions to the state's democratic processes.

The state continues to face many urgent issues in areas such as education, immigrant rights, health, housing, low-wage work and environmental justice. Much remains to be done. In the current economic environment, the risk of losing ground looms. As one advocate noted, "There is a human capital cost to not funding advocacy ... There is a cost-savings to changing bad policy. We know what that cost is—give us a chance to tell you."

NCRP urges nonprofits and funders to use this report to educate others about the ways in which philanthropists can leverage their grant dollars for significant community benefit.

Based on in-depth research about nonprofit advocacy and its philanthropic support in Pennsylvania, NCRP recommends that funders:

1. **Increase the percentage of grant dollars devoted to advocacy, organizing and civic engagement for marginalized communities.** Some funders already recognize the significant return offered by investing in policy advocacy and organizing, consequently devoting a substantial percentage of their grant dollars to these efforts. Those who do so find that it helps them be more effective and achieve their philanthropic goals. If more grantmakers increase the proportion of their grant dollars devoted to these strategies, they will increase the capacity of underserved communities to engage in participatory democracy and contribute to solving the state's pressing problems. Without such support, nonprofit advocacy capacity and gains could be lost, especially as community action groups in Pennsylvania have been struggling to stay afloat since the recession began in 2008.
2. **Be a responsive partner.** NCRP found that advocates highly valued honest relationships with Pennsylvania grantmakers and appreciated their efforts to be responsive by providing funding at critical times as well as in ways that go beyond the grant. Examples include providing emergency funding, connecting grantees to one another to foster coalitions, building specific capacities and helping a group gain media access. Such strategies build strong relationships while ensuring greater success and impact.
3. **Strengthen nonprofit advocacy and organizing infrastructure.** The study found that coalitions can achieve significant statewide policy impacts. Grantmaker collaborations can aid such efforts. Yet, the state's advocacy and organizing infrastructure is fraying. Pennsylvania-based funders can communicate with each other to leverage their resources effectively to address pressing issues in the state, work together to ensure a robust advocacy and organizing nonprofit infrastructure, and identify ways in which to support bottom-up collaboration among nonprofits.
4. **Combine funding for services and advocacy.** Many Pennsylvania organizations featured in the study are adept at combining direct services with advocacy and organizing work to achieve remarkable results. Foundations can support these hybrid organizations to meet immediate community needs while addressing the root causes of problems.
5. **Provide general operating support and multi-year grants.** As nonprofits balance the immediate basic needs of their constituents with their long-term advocacy and organizing strategies to eliminate those needs, their funding partners can be of the greatest help by investing in a way that enables them to achieve the highest possible impact.

Pennsylvania groups reported that core support and multiyear funding are critically important to their ability to achieve success and respond to policy opportunities.

Pennsylvania nonprofits and grantmakers have partnered to achieve significant policy reforms, helping make government more efficient and effective. These efforts have both generated new resources for underserved communities and saved resources for all taxpayers. Yet, the recent recession has threatened the fabric of the advocacy infrastructure, and many gains are at risk. Funders can ensure that ground is not lost and enhance their impact by increasing grants for civic and policy engagement.



## II. Definition of Terms

**ADVOCACY:** “Advocacy” is the act of promoting a cause, idea or policy to influence people’s opinions or actions on matters of public policy or concern. Many types of activities fall under the category of “advocacy” and are legally permissible for 501(c)(3) public charities to engage in, such as issue identification, research and analysis; public issue education; lobbying efforts for or against legislation; nonpartisan voter registration, education and mobilization; litigation; education of government agencies at all levels; participation in referenda and ballot initiatives; grassroots mobilization; and testimonies before government bodies. There are no legal limits on how much non-lobbying advocacy a nonprofit organization can undertake.

**CIVIC ENGAGEMENT:** In broad terms, “civic engagement” or “civic participation” encompasses any and all activities that engage ordinary people in civic life, such as organizing, advocacy and voter registration, education and mobilization. It often involves building the skills, knowledge and experience that enable people to participate effectively in the democratic process.

**COMMUNITY ORGANIZING:** “Community organizing” is a process of building relationships, leadership and power, typically among disenfranchised communities, and bringing that power and collective voice to bear on the issues that affect those communities by engaging with relevant decision-makers. The issues raised, solutions identified and strategies developed to achieve those solutions all are defined and acted on by the leaders themselves, usually with help from professional organizers. “Community organizing” can be one part of an overall advocacy or public policy campaign strategy, but it is distinguished by the fact that

affected constituencies are the agents of change, rather than paid advocates or lobbyists who represent the interests of such constituencies.

**IMPACT:** “Impact”<sup>2</sup> refers to long-term or aggregate change, a desired end result. An “outcome” is the short-term change or result that a program or initiative produces. Several outcomes can contribute to an impact. An “output” is the tangible product that results from a program’s activities. For example:

*Output: Twenty organizations endorsed the minimum wage proposal; the minimum wage proposal was introduced in the Senate; a key legislator received 500 calls and letters from constituents favoring this proposal.*

*Outcome: Minimum wage legislation was passed in the legislature.*

*Impact: Low-wage workers’ incomes were raised as a result of the minimum wage increase.*

**LOBBYING:** “Lobbying” generally is defined as an attempt to influence—directly or indirectly—the passage or defeat of government legislation. Lobbying can be one part of an advocacy strategy, but advocacy does not necessarily have to involve lobbying. This is a critical distinction. Nonprofits can lobby legally. Federal laws determine how much lobbying a nonprofit organization can undertake, but there are no limits on how much non-lobbying advocacy (described above) a nonprofit can engage in.

According to the Alliance for Justice, “Public and Private foundations can fund 501(c)(3) public charities

engaged in advocacy. They do not need to restrict grantees from using their funds for lobbying. Including such a prohibition places unnecessary restrictions on grantees that make it harder for them to accomplish their charitable purposes. Private foundations may not earmark (designate or direct) grants for lobbying purposes. They may make general support grants to charities, even those who lobby. Also, they can give specific project grants to fund projects that include lobbying, as long as the foundation's grant for the project does not exceed the amount the grantee budgeted for the non-lobbying portion of the project. Public foundations have greater flexibility, and can earmark grants for lobbying. Such earmarked grants generally count as a lobbying expenditure.”<sup>3</sup> For more information, go to: <http://www.afj.org/for-nonprofits-foundations/about-advocacy/funding-advocacy.html>. Foundation leaders should consult an attorney for specific legal guidance.

**POLICY ENGAGEMENT:** In this report, “policy engagement” is used interchangeably with “advocacy, community organizing and civic engagement.”

**“MARGINALIZED” COMMUNITIES:** The phrase “marginalized communities” refers broadly to groups that have been underrepresented or denied a voice in decisions that affect their lives or have experienced discrimination. Groups include, but are not limited to, lower-income people; racial and ethnic minorities; women; immigrants; refugees; low-wage workers; lesbian, gay, bisexual, transgender and questioning (LGBTQ) individuals; people with disabilities; rural; HIV positive; prisoners and formerly incarcerated individuals and single-parent families.

# III. Research Overview

NCRP used a methodology developed specifically for the Grantmaking for Community Impact Project to measure the impacts of advocacy, organizing and civic engagement among a sample of 13 organizations in Pennsylvania over a five-year timeframe from 2005 to 2009.

First, NCRP identified potential community organizations to be researched in the state by gathering suggestions from nonprofit, foundation and other community leaders. After a complete list was generated,<sup>4</sup> NCRP considered organizations that met the following criteria:

- > Have been in existence for at least five years;
- > Have at least one full-time paid staff person or equivalent devoted to advocacy or organizing;
- > Focus on a core constituency of lower-income people, people of color or other marginalized groups, broadly defined;
- > Work on a local level (may also work regionally, statewide or nationally); and,
- > Have the capacity to provide data for the research.

Although many new or short-lived groups may engage in advocacy or organizing campaigns, the five-year threshold acknowledges the long-term nature of systems change and the time horizon for being able to show measurable impact. A focus on marginalized groups reflects NCRP's mission to promote philanthropy that serves the public good, supports nonprofit effectiveness and responds to those in our society with the least wealth, opportunity and power.

Through this process, NCRP research staff developed a sample that reflects the diverse constituencies in the state, a broad range of issues and a mix of approaches to policy engagement. The following 13 organizations partnered with NCRP for the project:

1. AIDS Law Project of Pennsylvania
2. The Arc of Pennsylvania
3. Asian Americans United (AAU)
4. Consumer Health Coalition (CHC)
5. Good Schools Pennsylvania
6. Just Harvest
7. Lydia's Place
8. Mountain Watershed Association (MWA)
9. Pennsylvania Partnerships for Children (PPC)
10. Philadelphia Unemployment Project (PUP)
11. Public Citizens for Children and Youth (PCCY)
12. Women's Community Revitalization Project (WCRP)
13. Youth United for Change (YUC)

A brief description of each organization and contact information is included in Appendix A. Many other organizations working with similar or other marginalized communities also met the research criteria, engaging in advocacy, organizing and civic engagement throughout the state and achieving significant impacts as well. This report is intended to be illustrative rather than exhaustive in its scope.

NCRP researchers collected data from all 13 organizations by interviewing senior staff from each group in person (one by telephone) and then collecting written responses to a detailed questionnaire. Several organizations also provided supplemental materials, such as news clippings, brochures, campaign materials, budgets and grant reports. NCRP gathered data from the five-year period of 2005-2009 for the following measures:

- > **Top five advocacy and organizing impacts.** Where possible, groups included the dollar value of policy changes (e.g., income gained from expanded job

opportunities, increased funds for transit, affordable housing investments) and the number of constituents benefiting from the changes, as well as strategies and factors contributing to success.

- > **Civic engagement indicators.** These indicators included, for example, the number of leaders trained and people mobilized to communicate with policymakers.
- > **Interim progress and capacity-building indicators.** These indicators included, for example, changes in leaders' skills and access to the policy process.
- > **Amounts and types of funding.** This measure included the funding groups received for advocacy, organizing and civic engagement during the five years, examples of positive funder partnerships and obstacles they faced in seeking funding.

NCRP research staff verified the impacts to ensure that the dollar amounts and number of beneficiaries estimated by groups, as well as the groups' role in the wins, were accurate. NCRP consulted with public officials, researchers and other experts and examined source materials such as newspaper articles and state budget documents.<sup>5</sup>

Examples of monetary impact include one-time or multi-year state appropriations for a program, future cost-savings through support for preventive services, the value of a programmatic budget cut that was averted and increased wages to workers through a minimum wage increase. For wins that have a verifiable ongoing economic impact into the future (such as recurring appropriations or a wage increase), the value was calculated through 2012. This method gives organizations credit for impacts that extend well beyond the five-year study period. In addition, impacts or wins stemming from work done during the study period are included even if the impact was implemented after 2009. For example, if a coalition of groups worked on an issue through 2009 but the benefit was seen in 2010 and beyond, it is included.

These data were aggregated to determine the total monetary benefits of all the wins that could be quantified. Financial data were aggregated to determine the total amount invested by foundations and other sources to support advocacy and organizing across the groups.

A return on investment (ROI) calculation was made using the following formula:

$$\text{ROI} = \frac{\text{aggregate dollar amount of all wins}}{\text{aggregate dollars invested in advocacy and organizing}}$$

The ROI shows how collective financial support from grantmakers and other funding sources for a set of organizing and advocacy groups in a location over time has contributed to the collective policy impacts of these groups. It would be almost impossible to attribute a specific policy change to a particular group or grant. The use of an *aggregate* ROI helps focus the findings on the investment that all of the organizations and their supporters together have made that ultimately contributed to the success. Unless otherwise noted, every monetary figure attached to an impact and cited in the report is included in the ROI. See Appendix B for a detailed listing of monetized impacts and the calculation of dollar impact for the total ROI.

The ROI is not intended to be a precise figure; rather, it provides a solid basis for understanding the extent of substantial benefit for communities in Pennsylvania from investments in nonprofits that use advocacy and organizing to achieve long-term, systemic change. In fact, a large proportion of the impacts were not quantifiable, making the ROI an *underestimate* of the benefits actually achieved. Appendix C contains a detailed listing of these equally important non-monetizable impacts. The ROI also does not include the economic ripple effects of impacts. For example, increases in wages have a multiplier effect as those earnings are re-circulated in the local economy.

The ROI does not capture every input that contributed to these successes. For example, groups not featured in this report participated in many coalition efforts highlighted in the findings, and their financial information is not reflected in the ROI. However, for the impacts that are included, one or more of the 13 sample groups played a *significant or lead role* in achieving the victory. Often, even small, local groups working in broad coalitions can make a difference because of their strategic relationship to legislators, knowledge about and connection to those most affected by a public policy and ability to mobilize constituents to influence decision-makers.

In addition to measuring policy impact and—where possible—monetizing that impact, the methodology collects rich qualitative information about how the groups achieve change and how they engage residents and other stakeholders in the process. Civic engagement that strengthens community cohesion and builds bridges across race, language and other divides demonstrates another kind of impact. The rise of a community leader to become a public official is itself an organizing accomplishment that also aids the achievement of policy outcomes. The methodology attempts to capture these many layers of impact through both numbers and stories.

# IV. Pennsylvania Socioeconomic Conditions and Philanthropic Giving

Pennsylvania is a study in contrasts. The population is split between urban dwellers and rural residents and is physically divided by the mountains that cross the state, creating two halves—one to the west dominated by Pittsburgh, and one to the east led by Philadelphia, the center of economic activity. Harrisburg, the seat of political power, anchors the middle of the state. This diversity is reflected in the nonprofit environment and among the many foundations that call Pennsylvania home.

## DEMOGRAPHICS

Pennsylvania is made up of 67 counties with a total of 2,565 incorporated municipalities, 61 percent of which have fewer than 2,499 residents.<sup>6</sup> The commonwealth is dominated by its two largest cities: Pittsburgh and Philadelphia. The Metropolitan Statistical Areas for Pittsburgh and Philadelphia are home to 8.18 million residents, accounting for approximately 61 percent of the state's population of 12.4 million.<sup>7</sup> Urban areas are driving the state's population growth, showing a 1.3 percent increase in population between 2000 and 2007. Meanwhile, rural areas have experienced an

overall decrease in population, led by western counties. In part, this disparity is due to the difference in birth rates between urban and rural counties. Between 1996 and 2006, birth rates in rural Pennsylvania declined by 3 percent. During the same period, urban areas saw a 2 percent increase in birth rates.<sup>8</sup>

Demographic differences also exist between urban and rural regions; Philadelphia and Pittsburgh are significantly more racially and ethnically diverse than the rest of the state (see table 1). A wage gap exists between urban and rural regions as well. The average income for Pennsylvania, \$29,142, is less than the national average of \$34,868 and significantly less than the Philadelphia average, \$37,680.<sup>9</sup> From 2006 to 2008, the American Community Survey estimated that 24.3 percent of individuals in Philadelphia and 21.6 percent of individuals in Pittsburgh were living below the federal poverty level. In 2008, 13.1 percent of individuals in the United States lived below the federal poverty level.<sup>10</sup>

Furthermore, immigration trends have changed in Pennsylvania over the last decade. Immigration to Philadelphia was very low throughout the latter half of the 20th century, but today the greater Philadelphia

TABLE 1: RACE AND ETHNICITY<sup>11</sup>

	Pennsylvania (%)	City of Philadelphia (%)	City of Pittsburgh (%)
White	85.4	45.0	67.6
African American	10.0	43.2	27.1
Hispanic	3.2	8.5	1.3
Asian	1.8	4.5	2.7
Foreign-born	4.1	9.0	5.6

region has the largest and fastest-growing immigrant population among U.S. cities of similar size.<sup>12</sup> Nine percent of Philadelphia's population is foreign-born. However, Philadelphia's immigrant community is not homogenous; 39 percent of immigrants are from Asia, 28 percent from Latin America, 23 percent from Europe and 8 percent from Africa. About 75 percent of the labor force growth in the city since 2000 can be attributed to the foreign-born immigrant population.<sup>13</sup>

In contrast, Pittsburgh has had very modest immigration. Among the 25 largest metro areas in the country, Pittsburgh had the smallest growth in foreign-born residents between 1990 and 2006. The foreign-born comprised only three percent of the population in the metro region in 2006; Pittsburgh was tied with Cincinnati for the lowest concentration among the 25 regions. However, the share of economic output for immigrants is four percent, giving Pittsburgh the highest immigrant economic contribution ratio of the 25 metro areas.<sup>14</sup> Just over half (52.3 percent) of foreign born residents in the MSA are white, 34.8 percent are Asian, and 7.5 percent are Latino.<sup>15</sup>

As in other parts of the country, regions with rapidly changing demographics have experienced social tensions. In 2006, well before Arizona passed its infamous anti-immigrant law, a small town 100 miles from Philadelphia unwittingly became a flash point for these strains. The city council of Hazleton passed a law "aimed at discouraging illegal immigrants from settling [there]" by means of penalizing businesses that hired unauthorized workers and landlords that rented space to people without proper documentation.<sup>16</sup> A U.S. District Court judge found the ordinance unconstitutional, as only the Federal government has the authority to make laws regarding immigration. The tensions highlighted by this case demonstrate the ways in which concerns about the economy are intersecting with changing demographics in the state, resulting in an attempt to codify anti-immigrant sentiment into law.

## ECONOMY

Pennsylvania's largest industries by portion of GDP are manufacturing and real estate, representing \$68 billion and \$67.4 billion, respectively, of the state's \$554 billion GDP in 2009. Other major industries include health care, government, professional/technical work and finance.<sup>17</sup> The commonwealth is home to 25 Fortune 500 companies, eight of which are located in the western half of the state.<sup>18</sup> Pennsylvania is also a major site for

national and international trade. The Port of Philadelphia is the fourth largest U.S. port by import volume. Because of its advantageous location in the middle of the north-eastern corridor, it is easily accessible by rail and truck to many major cities. The Port of Pittsburgh is the second largest inland port in the nation, and it moves more than 44 million tons each year along three major rivers: the Allegheny, the Monongahela and the Ohio.<sup>19</sup> Agriculture and agricultural manufacturing also represent a significant sector of the economy. More than one quarter (27 percent) of Pennsylvania's land is devoted to farming. In 2009, the USDA estimated that the state's farms produced \$6 billion in output. Dairy accounted for 30 percent of state farm receipts and represented 6 percent of total U.S. value in dairy products.<sup>20</sup>

Coal mining is still an important industry in the state, which ranks fourth in the nation for coal production behind Wyoming, West Virginia and Kentucky. The 9,000 active mines generate more than 40,000 jobs for Pennsylvanian workers.<sup>21</sup> Unfortunately, the long history of coal production in the commonwealth has left a questionable legacy in terms of environmental quality and preservation. Acid mine drainage from abandoned coal mines has contaminated more than 3,000 miles of ground water in the state and has even contributed to pollution and the destruction of habitats as far away as the Chesapeake Bay.<sup>22</sup> Coal-fired power plants are environmentally hazardous as well. Many power plants in western Pennsylvania have switched to low sulfur coal, which is less acidic but high in mercury, ultimately leading to increased mercury levels in lakes and rivers as well as in the fish that inhabit them. In response, warnings have been issued that fish consumption should be limited. The U.S. Geological Survey has estimated that Pennsylvania loses "approximately \$67 million annually that could be generated if sport fishing were restored in the affected streams." Cost estimates to restore damaged water resources range from \$5 billion to \$15 billion.<sup>23</sup>

Natural gas drilling has recently come on the scene in the state as a contentious issue. Marcellus shale—a rock formation buried more than a mile deep beneath Pennsylvania, New York, Ohio and West Virginia—contains an estimated 100 to 200 trillion cubic feet of recoverable natural gas—possibly enough to power the nation for 20 years.<sup>24</sup> Historically, it had been considered too difficult and costly to access, but recent advances in drilling technology and methods, as well as rising prices for natural gas, have made it an attractive prospect for oil and gas companies. A report commis-

sioned by the industry estimated that Marcellus shale drilling could create up to 212,000 jobs in the region and contribute billions of dollars in tax revenues over the next decade.<sup>25</sup> However, critics warn that the report overstates the benefits of drilling without considering the economic and environmental consequences for Pennsylvania's residents. Hydraulic fracturing, or fracking, has already been a source of concern in the state. In June 2010, a well blowout in Clearfield County sent 35,000 gallons of fracking fluid shooting into the air and onto the surrounding landscape for 16 hours. The state evacuated campers and shut down the parent company, EOG Resources, pending investigation.<sup>26</sup>

Several municipalities are considering ordinances banning deep shale natural gas drilling. State legislators have discussed the issue, but had not yet acted at the time this report was printed. As a result, Pennsylvania remains the only state without a severance tax on natural gas production. According to the Pennsylvania Budget and Policy Center, "every state with mineral wealth, except Pennsylvania, imposes a severance tax to compensate residents for the removal of nonrenewable resources."<sup>27</sup> The center argues that a severance tax is crucial in order to ensure that "drillers—not Pennsylvania taxpayers—bear the costs of environmental cleanup, infrastructure repair, emergency services, and other social costs of drilling."<sup>28</sup>

Western Pennsylvania's legacy of dependence on steel production threatened to destroy the region during the collapse of the industry in the mid-80's. Pittsburgh and its surrounding areas grew and flourished in tandem with the rise of steel manufacturing. In 1902, Pittsburgh produced and shipped more steel than any other city in the world. Its reign as the international steel center came to a halt toward the end of the century, as the United States began to import steel and the domestic industry shifted its focus to reprocessing scrap metal in "mini-mills" that were not tied to any geographic area.<sup>29</sup> With the collapse of the industry in 1982-1983, the region lost 120,000 manufacturing jobs—almost half of the workforce from its heyday.<sup>30</sup>

Faced with an economy in crisis, Pittsburgh was forced to reinvent itself. The joint effort of government, philanthropic and corporate investment, combined with the resources and draw of the region's several outstanding universities, enabled Pittsburgh to diversify its economy. As Pittsburgh continues to diversify successfully, local stakeholders are emphasizing the importance of including all residents in the emerging economic sectors, particularly addressing African

American unemployment in the city. A 2008 report from Sustainable Pittsburgh emphasized the importance of regional equity for economic success, linking economic inclusion with economic competitiveness.<sup>31</sup> During preparations for the G20 Summit held there in 2009, President Barack Obama commented that Pittsburgh had "transformed itself from the city of steel to a center for high-tech innovation—including green technology, education and training, and research and development."<sup>32</sup> Indeed, Pittsburgh has largely moved beyond its manufacturing and raw materials roots, with education and medical technology currently representing the largest employment sectors in the region.<sup>33</sup>

Philadelphia has also reinvented itself economically. After the mid-century boom that attracted African Americans from the South and migrants from Puerto Rico, Philadelphia experienced an erosion of its manufacturing base and a shift to a service sector economy. Over a span of three decades, the city lost 250,000 jobs. Meanwhile, the surrounding suburbs experienced strong growth, adding more than one million jobs between 1970 and 2000.<sup>34</sup> Yet today, the city thrives in several areas, especially "eds and meds"—higher education and health care. Education is the leading employer in the region, with more than 80 higher education institutions serving the metro area. In addition, the biotechnology sector has become highly competitive, and the city's life sciences cluster was ranked second in the nation in 2009.<sup>35</sup> Financial and professional services and computer services have also become thriving fields. Meanwhile, the "creative industries" draw tourists, adding more than \$44 billion in revenues annually to the region's economy.<sup>36</sup>

## GOVERNANCE AND POLICY ENVIRONMENT

With more than 2,500 incorporated municipalities—the majority of them tiny in population—Pennsylvania can offer challenges for those seeking to be active civically. Yet, Pennsylvania has an engaged citizenry, with a higher-than-average voter turnout. More than 90 percent of eligible voters are registered, and nearly 70 percent of registered voters cast their ballots in the 2008 presidential election, compared to the national average of 61 percent. Among eligible voters, almost no change in turnout occurred between 2008 and 2004, but there was a 12 percentage point increase in voter turnout among the voting-age population between 1996 and 2008 and an 8 percentage point increase between 2000 and 2008.<sup>37</sup>

Pennsylvania is a politically moderate “purple” state. Of the state’s 8.4 million registered voters, 51 percent are Democrats and 37 percent are Republicans; the remaining 12 percent have no party affiliation.<sup>38</sup> Although Pennsylvania has given its votes to the Democratic presidential candidate in the last several election cycles, the governorship has gone back and forth between Democrat and Republican for half a century.

As a result of the November 2010 gubernatorial elections, Republican Tom Corbett succeeded two-term Democrat Ed Rendell in January 2011. Both the 203-member House and 50-seat state Senate now have Republican majorities. Election patterns in Pennsylvania reflected national trends in the 2010 mid-term election, in which Republicans achieved a majority in the House of Representatives. The number of votes cast statewide decreased by 4 percent compared with 2008. An analysis from Project Vote found that, although African Americans and young voters (18- to 29-year-olds) both increased total votes cast compared with 2006, they also both dropped significantly from 2008 numbers.<sup>39</sup> These findings echo national trends in 2010, which saw a drop in ethnic minority and young voter participation from 2008. Between 2006 and 2010, voting declined among voters earning between \$30,000 and \$75,000 a year.

Pennsylvania budgetary politics are notoriously fraught. In the past, because one party rarely controlled both houses and the governorship, disagreements over budget proposals often derailed the budget process for days or weeks past the start of the new fiscal year. Following the November 2010 elections, it remains to be seen how the budget process will play out with one party controlling all branches of state government. Furthermore, Pennsylvania places few legal limits on corporate campaign spending, leading to outsized influence from certain sectors in Harrisburg.<sup>40</sup> Perhaps reflecting this type of influence, the 68-member House Coal Caucus was recently revived to counter both state- and federal-level threats to the industry.<sup>41</sup>

Former Governor Ed Rendell signed the FY 2010-2011 budget on time in 2010 for the first time in eight years. This came as a relief after the 2009 budget struggle that resulted in the budget being finalized on October 9—101 days after the July 1 start of FY 2009-2010. The recession has had dramatic impacts on every state, and Pennsylvania is no exception. State lawmakers were forced to get creative to close a \$400 billion budget gap after Congress rejected a bill to send almost \$500 billion in Medicaid funds to the state. It is

expected that 1,000 state employees will be laid off because of the budget shortfall.<sup>42</sup>

Former Governor Rendell, having been a staunch proponent of increased school spending throughout his term, compromised on his proposed increase in education spending; overall education spending will be increased above the prior year’s level in this budget, but not as high as the governor had hoped to raise it.<sup>43</sup> Despite these difficulties, legislators were able to increase education funding by \$250 million for FY 2010-2011 as a result of the new funding formula adopted in 2009, which was won through the advocacy described in this report. In FY 2007, Pennsylvania funded only 35.5 percent of public education costs on average, leaving local taxpayers to pick up 57 percent of the costs. In only four other states is a smaller percentage of public education funded by state government; the average state contributes 47.6 percent of funding.<sup>44</sup> The new school funding formula is designed to address regional disparities in educational opportunities brought about by decades of reliance on local taxpayers for school funding.

However, the recession has not just affected the state budget. Cities in Pennsylvania are also suffering from budget woes. Pennsylvania’s distressed cities program allows cities to access emergency lines of credit to cover the cost of expenditures like city workers’ salaries and government services while the cities restructure their finances. Thus far, 20 cities and towns have been accepted into the program, including Pittsburgh and Harrisburg. At press time, Harrisburg city officials were meeting with bankruptcy lawyers.<sup>45</sup> Yet, worries have emerged that the state government is not forcing cities to adequately restructure, meaning cities will stay on the state government’s finances for extended periods of time—an unsustainable situation given the condition of the current state budget. The problem is exacerbated by Pennsylvania’s “home rule” type of government, where small townships and boroughs have full municipal power. If any local government should decide to raise taxes, residents can avoid the increased tax burden by moving just a short distance away.<sup>46</sup>

## NONPROFIT SECTOR

Pennsylvania has a strong and vibrant nonprofit sector. According to the National Center for Charitable Statistics, 67,047 registered nonprofit organizations existed in Pennsylvania as of 2008, of which 49,242 had an operating budget of more than \$25,000.<sup>47</sup> Of

these organizations, the majority state that their purpose is for public and societal benefit. Other major categories include religion, education, arts and humanities and health. The size of the nonprofit sector has grown by 22 percent in the last decade, led by 40 percent growth in southeastern Pennsylvania.<sup>48</sup>

In Pennsylvania, one of every nine full-time employees works in the nonprofit sector, according to the Johns Hopkins Nonprofit Data Project. In Philadelphia alone, nonprofit employees make up 27 percent of the private workforce.<sup>49</sup> Public charities in Pennsylvania paid out \$21.1 billion in wages in 2003—almost 11 percent of the state’s total wages.<sup>50</sup> Furthermore, wages from charities contributed \$4.7 billion to state and local tax revenues.

Nonprofit organizations took a significant hit from the FY 2009-2010 state budget process, when the state halted payments to vendors for 101 days without a budget. Many nonprofit service providers scrambled to supplement the lost income while continuing to meet increased community demands for services. Nonprofits have been forced to weather decreased funding from both government and foundations, shrinking revenues and diminishing contributions.

During the in-person interviews, NCRP staff asked the organizations featured in this report to describe the ways in which the economic downturn has affected their ability to advocate and organize. A few responded that the recession has not had a strong impact on their capacity and fundraising. Most, however, have had to adjust. Organizations reported difficulty attracting new funding sources and maintaining support levels from current funders. Many have reduced staff, and some have delayed expanding their scope of work. Because many organizations featured in this report are a hybrid of services and advocacy, they have scrambled to cope as state and local budgets are in crisis. Alarming, several nonprofit groups that NCRP reached out to were closing their doors, were going dormant or did not have the capacity to participate in our research.

These experiences reflect broader national trends for nonprofits focused on advocacy and organizing. In June 2010, the National Organizers Alliance and DataCenter released “Sustaining Organizing: A Survey of Organizations During the Economic Downturn.” The report surveyed 203 organizations and found that 45 percent had reduced staff and 31 percent had reduced staff hours. Furthermore, 61 percent reported a reduction in foundation resources since the recession began.<sup>51</sup>

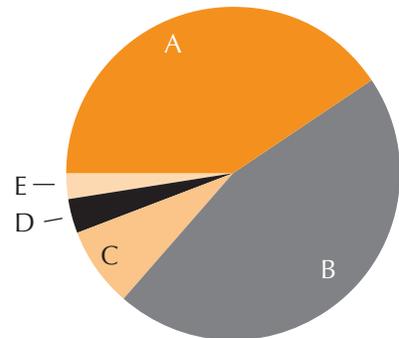
## PHILANTHROPIC SECTOR

Pennsylvania was home to one of the nation’s first modern philanthropists, Andrew Carnegie, and has kept up the tradition of charitable giving over the last century. Along with his contemporaries at the time, Carnegie is credited with “moving philanthropy beyond its religious roots and integrating it into the United States’ democratic and capitalistic system.”<sup>52</sup> He also advocated that the rich are morally obligated to share their wealth with those in need. Pennsylvania is home to more than 4,000 grantmaking institutions.

Pennsylvania’s 4,075 foundations gave \$1.49 billion in grants in 2008 and held \$21 billion, or 3.7 percent of total U.S. foundation assets.<sup>53</sup> Although Pennsylvania ranked eighth in total giving, it ranked only 21st in per capita giving. Per capita giving was \$256 for the entire northeast, \$279 for the mid-Atlantic region, and \$119 for Pennsylvania. The state ranked 24th in giving as a percent of gross state product.<sup>54</sup> Regarding in-state giving, Pennsylvania charities received \$878.3 million in grants from the state’s 48

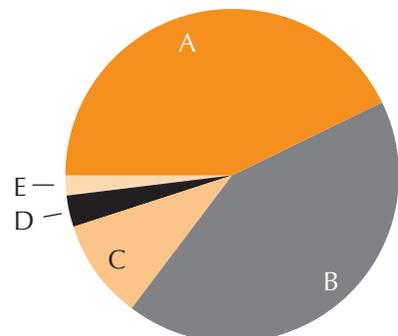
GRAPH 1: PERCENT OF FOUNDATION ASSETS BY REGION, 2008

- A. Southeast – 40.7%
- B. Southwest – 45.9%
- C. Central – 7.6%
- D. Northeast – 3.3%
- E. Northwest – 2.5%



GRAPH 2: PERCENT OF FOUNDATION GIVING BY REGION, 2008

- A. Southeast – 42.9%
- B. Southwest – 42.4%
- C. Central – 9.9%
- D. Northeast – 3.1%
- E. Northwest – 1.7%



largest foundations in 2008.<sup>55</sup> Grants from non-Pennsylvania grantmakers to charities in the state totaled \$409,332,619 in 2008.<sup>56</sup>

An analysis of Foundation Center data on social justice grantmaking among the thousand largest foundations from 2006 to 2008 found that Pennsylvania, the sixth largest state in population and eighth in giving, ranked 15th in social justice grants awarded and 12th in social justice grants received.<sup>57</sup>

Delaware Valley Grantmakers and Grantmakers of Western Pennsylvania, the two regional associations of grantmakers in the state, provided detailed Foundation Center data of philanthropy trends by region.<sup>58</sup>

Most foundation activity in the state is concentrated in the southeast and southwest regions. Foundations in these regions combined gave 85 percent of the state's grant dollars and held 87 percent of the state's foundation assets in 2008. Compared to 2005 data, which was analyzed in *Commonwealth Giving*, the balance has shifted so that the southeastern part of the state no longer holds the most foundation assets. Giving is now almost equal among the southeast and southwest regions. The two primary reasons for this shift are: (a) the Pew Charitable Trusts converted from a private foundation to a grantmaking public charity in 2004, and (b) The Annenberg Foundation's location changed from Pennsylvania to California. The Annenberg Foundation is now the largest non-Pennsylvania funder making grants to the state, giving a total of \$83 million in 2008.

The breakdown of giving by subject shows that education is the biggest funding category, receiving more

than one in four grant dollars in 2008. Giving to arts and culture was second, reflecting Philadelphia's status as a world-class cultural center. In 2008, the William Penn Foundation alone gave \$23.2 million in arts grants, more than its giving in any other single category. Education and arts were followed by human services and public affairs/society benefit. More than half of funding in the latter category (PA/SB) was devoted to community improvement and development. Less than 4 percent went to civil rights and social action.

The preceding discussion of Pennsylvania's social, political, nonprofit, philanthropic and policy landscape provides valuable context for this report. As many advocates and foundation leaders have emphasized, the state faces numerous challenges, including changing demographics, a shifting economy that has left many Pennsylvanians struggling, the challenges of implementing education and health care reforms and an increased need to protect environmental resources in rural communities.

Further adding to the strain are the lasting financial effects of the recession, which have left state leaders and residents alike scrambling to make ends meet. Meanwhile, the social justice grantmaking data suggest philanthropic underinvestment in policy engagement strategies in Pennsylvania. The accomplishments described in the following sections demonstrate the tremendous impact grantmakers can achieve when they invest in nonprofit partners utilizing advocacy, organizing and civic engagement strategies to improve life for Pennsylvania's most vulnerable residents.

**TABLE 2: DISTRIBUTION OF PENNSYLVANIA FOUNDATION GRANTS BY SUBJECT CATEGORIES, CIRCA 2008<sup>59</sup>**

Subject	Amount	Percent
Education	\$198,062,314	27.2
Arts and Culture	\$113,244,952	15.5
Human Services	\$104,161,020	14.3
Public Affairs/Society Benefit	\$93,250,060	12.8
Environment and Animals	\$79,711,667	10.9
Health	\$59,441,754	8.2
Science and Technology	\$27,696,599	3.8
Religion	\$24,855,353	3.4
Social Sciences	\$20,828,706	2.9
International Affairs, Development, Peace, and Human Rights	\$7,334,895	1.0
Other	\$25,187	0.0
<b>TOTAL GRANTS</b>	<b>\$728,612,507</b>	<b>100.0</b>

# V. Findings

## A. RETURN ON INVESTMENT AND AGGREGATE BENEFITS

The research demonstrates that nonprofits engaged in advocacy, organizing and civic engagement have contributed significant benefits to Pennsylvania communities. Participating groups were asked to list their top five most impactful accomplishments. At least 30 separate impacts were verified, directly benefiting tens of thousands of workers, children, people with disabilities, public school students, rural residents and other historically vulnerable groups. Major impacts were found across numerous issues, including economic security, housing, education, health care and civil rights.

Overall, the numbers demonstrate that:

- > The total amount spent on advocacy and organizing across the 13 groups from 2005 to 2009 was \$26.1 million.
- > Of that amount, \$22.1 million was contributed by foundations, comprising 85 percent of all support for advocacy and organizing.
- > The total dollar amount of quantifiable benefits achieved during the five-year period was **\$3,175,929,346**.
- > The return on investment, which is total dollar value of impacts divided by total spent for advocacy and organizing, is 122 to 1.<sup>60</sup>

Thus, for every dollar invested in the advocacy, organizing and civic engagement activities of 13 groups collectively, there was \$122 in benefits to Pennsylvania's communities.

## B. IMPACTS BY ISSUE

The 13 featured organizations focused their advocacy and organizing efforts on a range of issues at the local, state and national levels. This section and the next on civic engagement together offer a rich sense of what it took for the groups to make change. More than at any other site studied for this series of reports, the consequences of the economic recession that began in 2008 are being keenly felt by the organizations featured here. Many have reduced staff, some have experienced executive turnover and most have seen their foundation resources decrease—all at a time when their voices are needed at the local and state levels to advocate for resources that will help vulnerable populations weather this tough economic climate.

The following subsections detail many of the highlights of their successful efforts despite these challenges. The groups surely define their own impact well beyond a policy win, including the civic engagement and leadership development of vulnerable communities. Examples of these achievements are discussed in the subsequent section. Throughout the next few sections, an innovative or distinctive aspect of each organization's work is highlighted in the text boxes.

### 1. Economic Security

**Living wages** – In 2005, Philadelphia Unemployment Project (PUP) embarked on a 15-month campaign to raise the minimum wage at the state level. The wage had stagnated at \$5.15 per hour since 1997. The PUP-led coalition Raise the Minimum Wage, consisting of advocacy and organizing groups from around the state, conducted radio campaigns, targeted key legislators and held multiple rally days at the Capitol in Harrisburg. In

2006, the coalition PUP led and built was successful: The state passed a law that raised the minimum wage, in two phases, to **\$7.15 per hour**. Since then, **89,000 minimum-wage workers** have seen their incomes rise, resulting in an estimated **\$1 billion additional in income** since 2007. An additional 410,000 low-wage workers are estimated to have received wage increases as result of the law. Fights at the state level in the last decade greatly contributed to the momentum to raise the federal minimum wage in 2008.

**Affordable housing** – In 2003, the Women’s Community Revitalization Project (WCRP) built the Philadelphia Affordable Housing Coalition to push for a dedicated source of funding for affordable housing. The coalition, which included the Philadelphia Association of Community Development Corporations, had a clear shared goal: to secure new dollars to create decent, affordable, accessible housing for families earning less than \$20,000 per year. During a two-year organizing campaign, the coalition was able to win the support of then-City Councilman Michael Nutter and other legislators by mobilizing constituents who spoke about the documented gap left by federal and state housing funding and the need for city intervention to support the lowest-income residents. This resulted in the creation of the Philadelphia Affordable Housing Trust Fund, which generated **\$49,319,458** for affordable housing from 2006 to 2009, benefiting **4,082 lower-income families**. The fund continues to provide **\$9 to \$15 million for affordable housing annually**.

**Preventing foreclosures** – As in many communities around the nation, the foreclosure crisis that began in 2007 hit Philadelphians hard. In response, PUP built a committee of delinquent homeowners, organized protests against subprime foreclosures and called for a



Dena Salley gazes on an expensive, new development in the neighborhood she was forced to move from because of rent increases she could not afford. Photo by Harvey Finkle (2009), courtesy of WCRP.

moratorium on sheriff’s sales of foreclosed homes. This work followed PUP’s historical work protecting the rights of homeowners in the 1980s, when the organization worked at the state level to win the nation’s first state mortgage foreclosure prevention program. According to PUP, low interest loans from the Homeowners Emergency Mortgage Assistance Program have saved more than 42,000 Pennsylvania homes since 1984. Working with the Philadelphia city courts, PUP developed a mandatory mediation program, called the Foreclosure Diversion Pilot Program, which forced lenders to meet with delinquent borrowers and attempt to reach a mutual solution before foreclosing. Managing Attorney for Housing and Energy Units at Community Legal Services George Gould described why the mortgage mediation program was essential: “Philadelphia is somewhat unique in that there are a large number of relatively low-income homeowners in the city, partly because real estate prices have never skyrocketed like they have in Washington, Boston and New York.” The program con-



PUP Members in Washington, D.C., calling for a federal jobs program and extended unemployment benefits. Photo courtesy of PUP.

Since 1975, **PHILADELPHIA UNEMPLOYMENT PROJECT (PUP)** has organized efforts to secure workers’ rights and economic justice. In 2009, PUP joined with Community Legal Services to convince state officials to operate a public jobs program with funds from the Temporary Assistance to Needy Families (TANF) Emergency Fund, part of the American Recovery and Reinvestment Act. State officials had not acted on the availability of federal dollars until PUP put forward a potential jobs program and questioned state inaction in the news media. Soon thereafter, the state announced the creation of the Way to Work Program, which was funded by \$60 million in ARRA funds. More than 12,000 jobs were created statewide, offering wages of up to \$13 per hour. Philadelphia saw 3,700 jobs created in 1,600 private businesses, nonprofits and government agencies, generating tens of millions of dollars in income for formerly unemployed Philadelphians. ■

**JUST HARVEST** is a Pittsburgh-based policy advocacy and services organization promoting economic justice and focused on eliminating hunger and poverty. Much of the organization's state-level advocacy work focuses on administrative improvements to the state's welfare system bureaucracy. Eligible individuals often do not receive benefits simply because they have not been successful navigating the system. In 2005, Just Harvest played an instrumental role in compelling the state to implement an existing policy that exempts domestic violence survivors from the welfare work requirement for as long as needed. The law had been poorly administered because the state had not yet properly trained caseworkers. Many people who survive domestic violence have depression, anxiety, post-traumatic stress disorder or other mental or physical effects of the abuse. Domestic violence victims may be temporarily unable to participate in work or training because of the emotional or physical effects of current or past violence or because doing so would place them in danger. Just Harvest worked with the state to ensure that caseworkers were trained and could provide consistent information to clients, which made it easier for survivors of domestic violence to receive the exemption. ■

tributes to neighborhood and economic stability by enabling families to stay in their homes.

The program is viewed as a model at the state and national levels, and thus far has enabled **1,200 families** to prevent their homes from going to sheriff's sales. PUP's own survey found that the program has been very successful. Of 150 respondents who were counseled by PUP, only 8 percent had lost their home following the mediation program. Sixty percent were able to reach an agreement with their lender that led to them keeping their home, and 28 percent were still working through the process. Other organizations providing services to clients include Community Legal Services and Philadelphia VIP, both of whom report a greater than 50 percent success rate in the program.

**Improving access to services** – Just Harvest in Pittsburgh began organizing welfare recipients in 2005 to demand improvements in the state's administrative process. State caseworkers at the Department of Public Welfare (DPW) were reportedly unresponsive to client inquiries, and there was no standard system for clients to leave messages. Customer relations at the DPW reflected what Just Harvest Co-Director Ken Regal described as a "below-the-radar" strategy to discourage new welfare recipients from entering the system. "Fundamental respect for poor people in welfare offices was a key issue for us and our allies," he explained. Just Harvest was able to win agreements from DPW to set up voicemail systems for individual caseworkers and to create a new statewide call center. For Pennsylvania's **260,000 food stamp and cash assistance households**, these improvements represent a commitment from the agency to respect clients and improve the ability of new individuals to access services.

## 2. Land Use and Environment

**Preserving groundwater** – In 2009, the Mountain Watershed Association (MWA) challenged a petition for a zoning special exception that would have allowed Amerikohl Mining to build a surface strip mine near Ohiopyle State Park in southwestern Pennsylvania. The Fayette County zoning board had never before denied a special exception for a surface mine in the Indian Creek Watershed, and in its "no" decision the board cited public health, water supply, environmental stewardship and tourism as concerns. This win set the precedent for MWA to bring community input to future zoning board hearings. At least **150,000 residents** rely on water near the proposed mine for use in their homes, and approximately one million people visit the park each year.

**Defending neighborhood and cultural interests** – Like many states in recent years, Pennsylvania approved the development of casinos in order to boost dwindling state revenues by competing with New Jersey's Atlantic City for gamers. Two of the 14 planned casinos were to



Chinatown residents and leaders march against plans to build a casino in the neighborhood. Photo courtesy of AAU.

be built in Philadelphia; however, they were initially blocked by anti-casino activists. In 2008, Asian Americans United (AAU) learned that, in order to work around the demands of the activists, Philadelphia Mayor Michael Nutter and Former Governor Ed Rendell were supporting the casino being moved from its originally planned waterfront site to a location one block from Chinatown. In response, the organization mobilized Chinatown residents and leaders to hold a march that brought 800 people to the City Council hearings and submitted 25,000 petition signatures to the mayor. When city leaders did not respond to the neighborhood's concerns, AAU worked to build a multi-racial coalition, No Casino in the Heart of Our City, and joined with the Black Clergy of Philadelphia and Arch Street United Methodist Church to oppose the casino.

The campaign focused on the predatory nature of slots and gaming and helped reframe the discourse around casinos from economic development to state-sponsored predatory gambling. When one of AAU's members expressed her concern about gambling addiction in her community to the head of Foxwoods

Casino, Michael Thomas, he replied, "You call it an addiction. I call it a client base."<sup>61</sup> The coalition successfully ended the push to locate Foxwoods in the Chinatown area in 2009.

**Protecting endangered resources** – In 2009, following two years of an advocacy campaign, Mountain Watershed Association collaborated with American Rivers to list Laurel Hill Creek in Somerset County on their Ten Most Endangered List. This led local officials to publicly oppose a water allocation permit for a water bottling company that wanted to use the stream for a new plant. The Pennsylvania Department of Environmental Protection denied the permit for the plant, which would have drawn an additional 108,000 gallons from the creek each day. This work benefits **2,500 rural residents** of the Laurel Hill Creek watershed who rely on the creek for water, along with fly fishers and others who come to enjoy the creek each year. It also set a precedent for protecting limited water resources in an area rich with Marcellus shale and natural gas.



Photo courtesy of MWA.

**MOUNTAIN WATERSHED ASSOCIATION (MWA)** was founded in 1994 to protect the Indian Creek watershed in southwestern Pennsylvania in response to a deep mine proposal that would have dramatically harmed the quality of the groundwater in the area. Since then, MWA has built four treatment systems for groundwater, and in 2004 the organization became the home of the Youghiogheny Riverkeeper, part of the International Waterkeeper Alliance. This designation has expanded the group's focus to include the Youghiogheny River. In addition to its work protecting the rivers that serve as sources of potable water and recreation in the region, MWA has campaigned extensively against the detrimental effects of coal mining on rural Pennsylvania communities and their environments. ■

### 3. Civil and Human Rights

**Civil rights for the incarcerated** – In 2006, Lydia's Place, a Pittsburgh-based service-provider for women who are ex-offenders and their children, learned that it was standard practice for pregnant women to be shackled to hospital beds when giving birth in Allegheny County prisons. Lydia's Place challenged the practice by educating jail administrators and soliciting their support for television and newspaper coverage of the practice. Although many jail administrators agreed that the shackling of women during childbirth was inhumane and unnecessary, the Allegheny County

Since 1993, **LYDIA'S PLACE** has provided social services to women who are incarcerated or recently released from prison and their families. The organization's work includes connecting women to state and local social services, housing opportunities, job training, childcare and education. Former Executive Director Vicki Sirockman saw the need to add advocacy to the organization's work: "We started an advocacy committee to take a closer look at what happens when the women are in jail and at the adequacy of re-entry services. We've since expanded to include reproductive health and contraception advocacy." ■

Sheriff continued to enforce the practice. With help from the Women & Girls Foundation (WGF) in Pittsburgh, Lydia's Place launched a media campaign to expose the inhumane conditions in which incarcerated women were being made to give birth. WGF and Lydia's Place secured a front-page headline in the Pittsburgh Post-Gazette, shaming the local sheriff for his role in supporting the shackling of pregnant inmates during labor. As a result, the county finally adopted humane childbirth conditions, benefiting **30 female inmates and their infants annually**. Other organizations in the state, including Philadelphia-based Women's Law Center, have worked at the state level to improve the state prison system's treatment of pregnant inmates. A new state law enacted in 2010 prohibits all county prisons in the state from shackling women during childbirth.

Lydia's Place also documented the nutritional gaps for pregnant women in jail from 2006 to 2007, demonstrating that many were losing weight during pregnancy. The organization again worked with jail administrators to educate them about their findings and advocate for the need for improved nutrition for pregnant inmates. The jail administrators then supported Lydia's Place when the organization educated county officials responsible for negotiating food contracts for the jail system. The county agreed to terminate its food contract early and solicit bids for new contracts due to the vendor not providing adequate nutrition to pregnant women. This administrative change has resulted in improved nutritional outcomes for pregnant women. Although the number of direct beneficiaries of these changes is small, the humane treatment of incarcerated women contributes to a culture of respect for human rights within the Allegheny County jail system.

**Protecting the rights of Pennsylvania's vulnerable adults** – In 2003, a study conducted by the Legislative Budget and Finance Committee concluded that Pennsylvania needed a law to protect adults with cognitive or physical disabilities between the ages of 18 and 59. A legislative hearing in 2006 revealed that the state had documented cases of abuse and neglect of individuals in this age range, who were not covered under Pennsylvania's protective services laws for children and the elderly. Beginning in 2008, a cross-section of advocates joined together in the Adult Protective Services Coalition to push for a state adult protective services law. The Arc of Pennsylvania took a lead role in this effort, coordinating legislative advoca-



Photo courtesy of Arc of Pennsylvania

cy and working directly with state leaders to craft language for the law. The law was modeled after the Older Adult Protective Services Program and will be administered by the Department of Public Welfare. After many years of effort, the hard work paid off: The law passed the Senate in June 2010 and the House in September 2010 and was signed by the governor on October 7, 2010. It is estimated that 4,000 cases of abuse and neglect will be filed annually and 30 percent will be substantiated, resulting in the provision of protective services for an estimated **1,200 adults with disabilities** annually.

**Anti-Discrimination** – In 2007, the AIDS Law Project of Pennsylvania (ALPP) convinced the Pennsylvania State Board of Cosmetology to end its practice of denying licensure to individuals with HIV. ALPP worked with the Pennsylvania Board of Professional & Occupational Affairs to end the discriminatory practice of excluding individuals with HIV from the licensing process. The policy change allows people with HIV to freely pursue career interests and brings the State Board of Cosmetology in line with federal and state disability law.

#### 4. Health

**Covering all Pennsylvania children** – In 2006, Pennsylvania Partnerships for Children (PPC) and Public Citizens for Children and Youth (PCCY) played critical roles in the passage of Cover All Kids, Pennsylvania's expansion of the state's Children's Health Insurance Program (CHIP), making all uninsured children in the state eligible for health coverage. In 2004, more than 133,000 children in the state of Pennsylvania lacked health insurance coverage.<sup>62</sup> PPC



Joan L. Benso, president and CEO of Pennsylvania Partnerships for Children, looks on as Governor Ed Rendell signs Cover All Kids into law expanding CHIP in Pennsylvania.

and PCCY led a statewide coalition that utilized media outreach, grasstops\* and grassroots organizing, and lobbying to reach legislators. The coalition partnered with the Governor's office and supportive lawmakers to make CHIP expansion a top priority. PCCY led the southeastern Pennsylvania branch of the coalition, held press conferences and wrote op-eds. The state appropriated **more than \$97 million** for CHIP in 2009-2010, up from \$52 million prior to the passage of Cover All Kids – an increase of nearly 88 percent. In addition to providing access to free or reduced-cost health insurance for all of Pennsylvania's children, the expansion better ensures that health care professionals and delivery systems receive payment for services, reducing uncompensated care. Pennsylvania is now one of a handful of states in the nation where no child has to go without health coverage.

**Slowing disease spread and addressing prejudice** – From 2007 to 2009, the AIDS Law Project of Pennsylvania (ALPP) played a central role in a coalition to convince the

\*The term "grasstops organizing" refers to strategies that organize civic, non-profit, clergy and community elites to advocate to policymakers for a cause.



AIDS Law Project staff

**AIDS LAW PROJECT OF PENNSYLVANIA (ALPP)** is a nonprofit public interest law firm focused on promoting the health and civil rights of individuals with HIV/AIDS. In addition to legal services and systemic advocacy, ALPP conducts Know Your Rights workshops to educate clients about their rights as HIV-positive individuals. Monthly topics include "Back to Work," which covers legal information for people with HIV/AIDS starting a new job, "Leaving Your Job," on smoothly transitioning from work, and "Tenants Rights," which covers anti-discrimination law for people with HIV/AIDS and how to take action against discriminatory rental practices. ■

state to allow over-the-counter pharmacy sales of hypodermic needles and syringes. Previously, pharmacists could only sell syringes to individuals with a prescription. The coalition educated decision-makers at the Board of Pharmacy and the state Attorney General with research demonstrating that access to needles does not promote drug abuse, but does reduce the spread of infection. The change in policy will help reduce the spread of HIV/AIDS and Hepatitis C among injection drug users by making it easier to obtain clean needles, resulting in lower public health costs.

**Quality of life** – Members of the Consumer Health Coalition (CHC) and the Pennsylvania Mental Health Consumers Association (PMHCA) began advocating in 2007 for an increase in the personal care allowance, a \$60 monthly stipend given to individuals living in a state-sanctioned personal care home for living expenses such as toiletries, prescriptions and other necessities. In Pennsylvania, more than 10,000 individuals live in personal care homes, which are licensed under the Department of Public Welfare and range in occupancy from four to 200 people. Individuals relying on the personal care allowance often had to choose between paying prescription co-payments and purchasing needed toiletries. CHC members joined other advocates, including PMHCA, and rallied at the Capitol on April Fools Day 2008 with signs reading "Living on \$60 is No Joke!" to raise awareness about the issue. The shared advocacy efforts succeeded in getting the personal care allowance increased to \$85 per month in 2009, for an annual benefit of **\$3 million** for the estimated **10,000 people with mental illness** living in personal care homes.

## 5. Education

**Equitable & adequate school funding** – Several groups in the research sample played important roles in the adoption of a new state school funding formula in 2008, some with support from Communities for Public

Since 2000, **CONSUMER HEALTH COALITION (CHC)** has organized consumer leaders to advocate for the health care needs of people with mental and physical disabilities, senior citizens and others. In 2006, the organization learned of plans to sell Mayview, a former state-run mental health hospital. CHC led the effort in organizing and educating consumer leaders to advocate that the state sell the property at fair market value and use the funds from the sale to start a state trust fund for people with mental illness. After a long fight, the state sold the property for only \$500,000 and did not commit to creating the fund. As Executive Director Beth Heeb explained, initially some CHC members were disappointed. They had worked hard and had hoped that the sale would be in the multi-million dollar range. However, leaders learned valuable lessons about organizing and built capacity that will serve them in future campaigns. The group is making the most of the loss: "We must take what we learned and work to make the results in the ongoing sales of other state institutions successful; the legislation to do so is still in play," community organizer Sally Jo Snyder said. ■



Persons gather at the annual Pennsylvania State Budget rally to remind elected officials of the proper priorities. Photo courtesy of CHC.

Education Reform (CPER), a funding collaborative. In 2005, Good Schools Pennsylvania, the Education Policy and Leadership Center (EPLC) and the Education Law Center secured the introduction of resolutions in the House and Senate to commission the State Board of Education to conduct a "costing-out study," replicating work that Good Schools Pennsylvania had done in Allentown to determine the real costs of educating students to meet the state's academic standards. The statewide study found that 474 out of 501 school districts in the state were underfunded, resulting in an adequacy gap of \$4.6 billion statewide. This gap was largely due to the continued use of an inadequate funding formula for nearly 20 years.

Following the Legislature's commissioning of the study, to be conducted under the auspices of the State Board of Education, the EPLC convened and staffed the Pennsylvania School Funding Campaign (PSFC). In 2008, Good Schools Pennsylvania, Pennsylvania Partnerships for Children (PPC) and Public Citizens for Children and Youth (PCCY) each played important roles in the campaign's work to drive legislative advocacy efforts to adopt the recommendations of the statewide costing-out study. PSFC also secured the critical support of other key education stakeholders, such as school boards and superintendents associations, as well as the state's two teachers' unions.

PPC provided legislative strategy, media support and lobbyist power; Good Schools Pennsylvania raised the visibility of the issue among grassroots leaders. PCCY served as a grassroots and grassroots coordinator in southeast Pennsylvania for the campaign. The efforts of these organizations, EPLC and approximately 30 others throughout the state resulted in a strong, unified

voice demanding change. The coalition was successful, and the state adopted a new funding formula in 2008 that calls for an additional \$2.6 billion public investment in schools over six years. The formula is subject to the annual state budget process; **\$827 million** has been appropriated during the first three years.

These monies have provided improved educational experiences for more than **560,000 public school students statewide**. Targeted school districts are already feeling the benefits of increased funding. In 2010, 82 percent of the state's 2,568 public schools met adequate yearly progress measurements according to the Pennsylvania System of School Assessment, which requires 63 percent of students to test as proficient or above in reading and 56 percent as proficient or above in math on the state's standardized test. This is a four percentage point increase over 2009, when 78 percent of schools met the measure. Former Governor Ed Rendell pointed to the improved test scores as proof that the state's increased spending is paying off, saying that the increased public investment in education "does matter if it's spent wisely and targeted wisely."<sup>63</sup>

**Local investment in public education** – From 2005 to 2007, PCCY worked to increase public awareness and convince Philadelphia leaders to increase the city's investment in public education by transferring a portion of real estate tax millage from the city to the schools, thereby increasing local revenues for public education. The group publicized the potential impact on children and youth, held a press event, utilized media and worked to ensure public hearings were held and that many community members testified. The mayor signed the transfer in 2007, which resulted in



Joan L. Benso, president and CEO of Pennsylvania Partnerships for Children, speaks at a rally on early childhood education in the state capitol.

additional funding for **170,000 public school students** in the city of Philadelphia.

**Early childhood education** – Pennsylvania was one of nine states without a state-funded pre-K program prior to 2007. Pennsylvania Partnerships for Children led the Pre-K Today coalition with more than 1,600 members statewide to advocate for the creation of the high-quality statewide Pre-K Counts pre-kindergarten program and an expansion of state childcare programs. The coalition relied on the strategic use of core advocacy strategies of coalition building, grassroots mobilization (including a large

#### PUBLIC CITIZENS FOR CHILDREN AND YOUTH (PCCY)

is a Philadelphia-based group focused on child health, education, early care and child family security. In 2003, the City of Philadelphia was preparing to invest in new stadiums for the Philadelphia Eagles and the Philadelphia Phillies, the city's NFL and MLB franchises. PCCY did not agree that the stadiums were a good use of public dollars, but also knew that they would probably not succeed in trying to block public subsidies for the teams. Instead, the group focused on convincing the public that the city should require the teams to contribute to the welfare of the city's children. As Executive Director Shelly Yanoff put it, PCCY's position was, "While we're giving away places for rich adults to watch games, how about investing in kids in their neighborhood?" As a result of PCCY's advocacy and that of the mayor and City Council, the Eagles and the Phillies have a signed agreement to donate \$1,000,000 each per year for 20 years. The fund is independently administered by The Philadelphia Foundation. ■

state capitol lobby day), grasstops mobilization, aggressive media outreach (including a statewide editorial board tour by PPC's president and CEO and local partners that yielded supportive editorials in more than 20 daily newspapers) and vigilant state capitol lobbying. It shared research demonstrating that investments in pre-K return up to \$16 per dollar spent, as children who receive quality pre-K education are more likely to be ready for school and advance at grade level and are less likely to participate in criminal activity, become pregnant as a teenager or drop out of high school. The passage of Pre-K Counts has resulted in **\$417.6 million** of new state funding for pre-K, benefiting **11,800 lower-income three- and four-year-olds** annually.

**Student-led improvements & reforms** – In 2002, the School District of Philadelphia announced plans to invest \$1.5 million in a capital campaign to replace and renovate existing schools and create new high school opportunities. Youth United for Change (YUC)



Rally organized by the Arc of Pennsylvania.

As part of the statewide campaign to reform the school funding formula, **THE ARC OF PENNSYLVANIA** advocated extensively for equivalent changes to the state's special education funding formula. Although such changes were not included as part of the reform adopted in 2008, The Arc of Pennsylvania continues to push for legislative action on this issue. According to the organization, one in seven Pennsylvania public school students receives special education services, and annual funding from the state general fund is about \$1 billion. However, students in special education programs are not receiving the life-preparation skills needed for full participation in their communities. A new funding formula would address the funding gap in much the same way as the basic education funding formula passed in 2008 did for students not in special education. ■

**YOUTH UNITED FOR CHANGE (YUC)** in Philadelphia organizes students at five chapters in public high schools and one chapter for students who have been pushed out of school to advocate for their educational needs. Most YUC members are lower-income or racial/ethnic minority youth. With six chapters, 2,700 members and more than 120 active leaders, YUC has made a name for itself as a force to be reckoned with in the school district of Philadelphia. For example, YUC members were responsible for winning a commitment from the district to break the overcrowded Kensington High School into four smaller schools. Its members undergo extensive basic organizing training as well as learn about the principles of resistance, institutionalized racism and power analysis. ■



YUC members speak at an organization-sponsored event. Photo courtesy of Youth United for Change.

members at the group's Kensington Chapter wanted to ensure that their school would be on the district's list for renovation. The group led Paul Vallas, then-CEO of the school district, on a tour of the facility. He agreed to include Kensington in the district's plans for renovation. This created the opportunity for YUC to suggest further reforms; youth leaders embarked on a listening campaign to gather suggestions from their fellow students about how to improve the failing school. Plagued with low attendance, low test scores, low graduation rates and low college acceptance rates, the building originally designed for 800 students was packed with more than 1,400.

The listening campaign found that students craved the personal attention and unique learning opportunities that small schools offer. Armed with the results of their research, YUC leaders began their campaign to convert Kensington into four small schools. This process included the creation of a new building for the Creative and Performing Arts School and renovation of the existing Kensington campus to house three independent small schools. Eight years later, three of those four schools have been created. The new small schools are limited to 400 students and include creative and performing arts, international business, finance and entrepreneurship and culinary arts. YUC has won commitment from the district for the creation of a fourth small school, the Kensington Urban Education Academy. YUC representatives served on the new principal hiring committee and for the hiring of education planning consultants for the Kensington

Community Mandate (the publicly approved plan for creating the four small schools).

The School District of Philadelphia has invested **\$44 million** in the Creative and Performing Arts building, part of the Kensington Community Mandate. Together the schools will serve **1,600 students**. The first three schools have already seen great student success. Attendance has been higher, and students are embracing the opportunity for academic rigor and vocational training in a small setting.

YUC youth leaders are working to ensure that the schools stay small and have raised concerns about the district's decision to redirect students from a feeder school to the New Kensington schools. YUC Executive Director Andi Perez said, "It used to be YUC's agenda that you go, you negotiate, you have your action. Now, we've become interested in keeping the small school [rooted in] a community agenda, so we're not just organizing community organizations to support YUC,



YUC is on hand for the groundbreaking during the renovation of Kensington into four small schools. Photo courtesy of Youth United for Change.

we're organizing community organizations to be a consistent voice in that reform, understanding that along with the research that small schools are better comes research that community engagement makes schools better."<sup>64</sup>

**Rigorous academic standards** – In 2008, Pennsylvania Partnerships for Children (PPC) embarked on a campaign to improve the quality of the high school curriculum opportunities for districts statewide. Efforts included new graduation requirements aligned with internationally benchmarked academic standards along with model curriculum, diagnostics, student remediation and other supports and professional development opportunities. PPC President and CEO Joan Benso chaired the Governor's Commission on College and Career Success work group on graduation requirements, which proposed new high school graduation requirements and related support to ensure that students were prepared for the workforce or post-secondary education. The State Board of Education adopted the commission's recommendations, and in 2009 the State Legislature began investing in improved opportunities and academic standards for the state's **1.8 million public school students**. Thus far, the state has dedicated **\$43,877,948** to the program.

It should be noted that some significant impacts benefitting vulnerable Pennsylvanians are not reflected in the categories above, but are reported in the appendices and captured in the ROI, if monetized. Many of the organizations included in the research sample

#### PENNSYLVANIA PARTNERSHIPS FOR CHILDREN (PPC)

is a Harrisburg-based, non-partisan child advocacy organization focused on improving the health, education and well-being for Pennsylvania children. PPC has a strong track record of success, playing a key role in such accomplishments as the school funding formula reform and winning health coverage for all children in the state. PPC's strategy at the state level focuses on research and data, strategic use of communications and media, coalition building and mobilization and direct lobbying. Although many of PPC's efforts focus on state-level policy, President and CEO Joan Benso and her team actively advocate at the federal level. For many of the organization's issues, federal funding dwarfs state monies; as Benso put it, to not advocate at the federal level would be "missing the boat." ■

engage in budget preservation work at the state and local levels on the issues important to their constituents. Consumer Health Coalition and The Arc of Pennsylvania fight on an annual basis for appropriations for services to individuals with mental illness and developmental disabilities. Just Harvest works with the Pittsburgh City Council to ensure annual support for hunger services in the city. Despite having won a new funding formula, members of the Pennsylvania School Funding Campaign must work yearly to hold the state to its commitment to increase investment in public education. When state leaders are balancing the budget each year, leaders from the organizations featured in this report are actively engaging in the process to ensure that state leaders respond to the needs of their communities. This work to preserve public investment in the social safety net and essential services has intensified since the 2008 downturn, making the inclusion of the voices of these organizations and their constituencies in the state budget process all the more important.

### C. CONSTITUENT ENGAGEMENT

One way Pennsylvanians get involved in their communities is through volunteerism. Using data from 2007 to 2009, Volunteering in America found that 27.9 percent of Pennsylvania residents volunteer – more than the national average of 26.5 percent, but still ranking only 28th in the nation. Among 51 large U.S. cities, Pittsburgh ranks 25th, with 27.5 percent of residents volunteering, while Philadelphia ranks 30th, with a 26 percent volunteer rate.<sup>65</sup> Pennsylvania volunteers contribute 333.9 hours of service each on average per year. African American Pennsylvanians volunteer at lower rates than whites, but those who do volunteer contribute 32 percent more time to volunteering than their white counterparts. Young people (aged 16-24) in the state volunteer much more than the national average for youth.<sup>66</sup>

Nonprofits can play an important role to foster volunteerism and community leadership. As the impact highlights have demonstrated, each organization featured in this report engages its constituencies in advocacy and organizing on issues that matter most to them. This engagement with underrepresented communities is valuable in its own right as it draws people traditionally left out of civic life into the democratic process. It also helps expand social capital – namely, the networks and connections that bind people togeth-

er in a broader social fabric. Strong social capital has been correlated with positive child outcomes, low crime rates, economic prosperity, physical and mental health, policy innovations and responsive government. Moreover, civic engagement builds the “people power” necessary to bring meaningful change to the institutions and systems that these communities relate to and depend on.

### 1. Civic Engagement by the Numbers

The breadth and depth of constituent involvement among the organizations studied is numerically captured here. Collectively, 13 groups reported engaging thousands of individuals during the five-year period between 2005 and 2009:

Number of new individual constituent members	10,081
Number of trainings	996
Number of individuals trained (non-duplicate)	10,350
Number of core leaders developed (non-duplicate)	615
Number who attended public actions	11,098
Number who communicated with policy makers	14,070
Number educated on issues	72,703

The groups reported engaging constituents in a variety of training, developing leaders’ skills in areas such as:

- > **Organizing 101** – Across the board, organizations prepared members and constituents by arming them with the basic tools for advocacy and organizing – namely, issue and power analysis, determination of self-interest, public speaking, meetings and accountability sessions and the effective use of media. Youth United for Change engages members in anti-oppression training, helping them to understand racism, classism, sexism and heterosexism as well as how these forces affect organizing efforts and how to successfully confront them in a campaign. Consumer Health Coalition trains members to write letters to the editor that will get published and to communicate a story in a way that is appealing to the media.
- > **Engaging elected leaders effectively** – Many of the organizations emphasized the extent to which they and their leaders meet with, educate and advocate

to elected officials. Training and role-playing prepare constituents to negotiate with elected officials efficiently. Skills developed include understanding individuals’ self-interest, planning and executing a legislative visit and negotiating with elected officials. The Women’s Community Revitalization Project conducts in-depth issue education with its constituents on relevant policies such as Community Benefits Agreements and the Housing Trust Funds. These education sessions are one component of what leads to successful advocacy with elected officials.

- > **Developing community leaders** – Organizations in Pennsylvania engage their constituencies in extensive leadership development. Because Good Schools Pennsylvania focuses on state policy to influence decision-making at that level and set an agenda, it mobilizes grassroots leaders who can mobilize communities (e.g., municipal, school, business, labor, church and civic leaders). To build



Staci Moore speaks to a crowd of hundreds gathered outside Philadelphia’s City Hall in support of Inclusionary Housing legislation (2007). Photo courtesy of WCRP.

**WOMEN’S COMMUNITY REVITALIZATION PROJECT (WCRP)** has pioneered a model of organizing and community development built around supportive services and case management for tenants and leadership opportunities for people affected by the city’s affordable housing crisis. WCRP focuses on developing the leadership skills of lower-income women in the community, and the organization operates under the core belief that women working together can solve community problems. As Executive Director Nora Lichtash explained, “Housing is a strategy, but housing intersects with other issues. ... The work is transformative not only for the volunteers and leaders, but also for the staff. The organization is feminist, but it’s not just about feminism. There is something about being part of the group.” ■

and maintain such a diverse coalition, Good Schools Pennsylvania has mobilized these leaders around a broad agenda of community revitalization and regional opportunity. The group partners with a variety of organizations nationally to provide leadership trainings designed explicitly to increase capacity to organize large regional and state organizations.

Numbers and training curricula tell only a small part of the story. Pennsylvania's organizations have built coalitions to tackle major state policy issues, involved youth in the process of improving their own educational opportunities and utilized the arts as a vehicle for civic engagement.

## 2. Collaboration on the Big Issues: Grassroots organizing and research-based policy advocacy

Many of the successes highlighted in this report were the result of coalition efforts. The Pennsylvania School Funding Campaign, for example, included 30 member organizations across the state; some were organizing communities on the ground to communicate with legislators, others were disseminating policy research findings and still others were formally working with legislators and elected officials to advance the reform agenda. For the big wins, this type of diverse coalition proved essential. Furthermore, several organizations in the campaign had support from the Communities for Public Education Reform funding collaborative, which combined local and national money to fund education organizing in the state.

By allowing coalition members to organize and advocate according to their strengths, relationships and interests, the Pennsylvania School Funding Campaign, staffed by the Education Policy and Leadership Center, successfully won \$827 million in new investments in public K-12 education for the state and created a more fair funding formula that will benefit communities for years to come. The campaign was historic: It represent-

ed the first collective, collaborative effort for education reform that involved coordinating groups from both eastern and western Pennsylvania, including urban and rural schools, large and small districts, parents, teachers, administrators and school boards.

Good Schools Pennsylvania advocated for the commissioning of the initial costing-out study in Allentown at the request of business leaders in that community. Understanding the cost of a quality education and comparing that with what was being spent at the time were key components for making the case for increased investment from the state. Good Schools Pennsylvania later partnered with a host of "smart growth" organizations to raise awareness of the issue of school funding to non-traditional stakeholders, who in turn helped build legislative support.

Pennsylvania Partnerships for Children (PPC) played a crucial role in Harrisburg for the coalition. PPC provided the campaign with a detailed policy strategy to drive policymaker engagement, constituent mobilization and media outreach. EPLC, PPC and the Pennsylvania State Education Association led lobbying efforts in the Capitol and, due to preexisting bipartisan relationships, they were able to gain support for the formula from key legislators that others could not reach. PPC staff also utilized existing media relationships to gain editorial support for the formula reform from most major daily newspapers in the state. In addition, PPC drew on relationships with non-traditional education advocates such as business leaders, physicians and early childhood professionals to broaden the reach and influence of the coalition.

Since 2008, Public Citizens for Children and Youth (PCCY) has served as a grassroots coordinator in southeastern Pennsylvania for the campaign. Staff mobilized constituents in the region, which was home to a number of legislators in leadership positions, shone a light on disparities and severely underfunded districts in the region and promoted the ways in which each year's state funding was beneficial in order to build momentum for the next budget cycle.

Founded in 2001, **GOOD SCHOOLS PENNSYLVANIA** organizes community leaders around the state for an effective system of education finance to meet the needs of students, schools and communities. The group participates in Philadelphia's Cross-City Campaign for School Reform, a coalition of organizing and related advocacy groups formed to improve public education in Philadelphia in response to the state's takeover of the district. In 2001, the Philadelphia School District faced a \$216 million budget deficit, and then-Governor Ridge began proceedings to privatize the district. Philadelphia Mayor John Street was able to avert privatization by agreeing to the creation of a School Reform Commission in 2002, with members appointed by the governor and mayor. The Cross-City Campaign has most recently focused on implementing the local reforms that came out of the new school funding formula adopted in 2008. ■

## LEADERSHIP SPOTLIGHT

Twenty years ago, John Angelo's parents became involved in their local chapter of The Arc of Pennsylvania. Angelo has Down syndrome, and his parents were looking for resources to advocate to his school district for improved transition services. The Arc helped Angelo's parents and Angelo became a self-advocate. He recently left the Board of Directors of The Arc after many years of service and actively works on the Advocacy Committee. This committee guides the organization's work to push for inclusionary policies for people with intellectual and developmental disabilities, including the closing of state mental institutions, adequate community services and resources, inclusionary education policies and more. ■

Collaboration can be a highly effective way to take on a big policy issue, as demonstrated in the example of the Pennsylvania School Funding Campaign (PSFC). Organizations participated according to their own strengths; by building a diverse coalition of members, the campaign was able to utilize many strategies, including policy research, the garnering of media attention, direct organizing and advocacy to policymakers.

It is important for foundations to understand the nuances of coalition work and how such work intersects with policy wins. In the case of PSFC, the work is not finished: The campaign won a commitment to increase school funding based on a new formula, but the dollar amount is subject to the fluctuations of the funding source and the annual appropriations process. Such challenges can test the commitment of individual organizations to a particular shared goal, and it is important for coalition members to be clear with one another about which aspects of the policy goal are up for negotiation and which cannot be compromised. Foundations seeking to support collaboration among non-profits can best do so by providing flexible dollars that allow coalition members to react to new opportunities and shifts in the policy environment, supporting coalition members in building strong rela-

tionships with one another and helping them develop clarity on shared goals and tactics and negotiating outcomes.

## 3. Developing Youth Leaders

Several organizations in the Pennsylvania sample include youth engagement and leadership development as part of their work. Both strategies develop community social capital and contribute to the development of a civically engaged next generation. Youth United for Change and Asian Americans United train youth leaders and facilitate youth-led community organizing campaigns.

Youth United for Change (YUC) engages students in six chapters across the Philadelphia School District, including one "push out" chapter for alternative school and dropout students, and a citywide chapter. YUC's 2,700 members set the agenda, determine their policy platform and conduct research about the issues. To prepare for a campaign, members participate in trainings to learn about issue research, data collection and analysis, power analysis, negotiation, the running of a meeting and other organizing basics. They also participate in anti-oppression training and training to understand the city's school district and the role of government in education.

Youth leaders in each chapter set their own agenda, and YUC holds cross-chapter meetings periodically to coordinate efforts at the district level. In 2005, one of the chapters conducted a school-wide survey of stu-

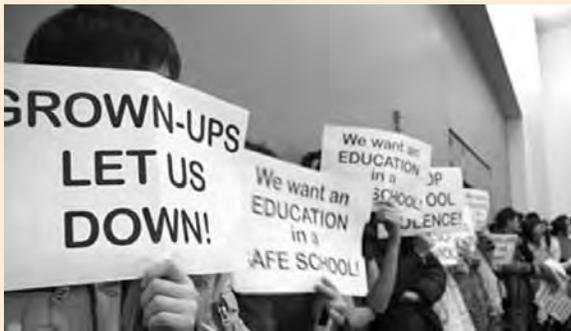


A YUC leader speaks to fellow members during a chapter meeting. Photo courtesy of YUC.

dents and found several issues with the school's standardized testing procedures. Students reported that teachers would fill in blank test answers for students and leave instructional aids on the walls during test administration. Students also expressed dissatisfaction with the school's practice of removing students from core subjects for intensive test preparation. YUC leaders produced a report documenting the results of their survey, met with district administrators and testified to the Philadelphia School Reform Commission. In response, the district agreed to address the group's concerns: In 2006, the Philadelphia SRC agreed to limit test preparation to elective or non-instructional hours and extend test preparation opportunities to all students, among other changes.<sup>67</sup>

The benefits of YUC's work extend beyond developing civically engaged and social justice-minded youth leaders: A 2009 study from the Annenberg Institute for

In 1999, after more than a decade of organizing for education improvement in Philadelphia, including transportation and culturally appropriate education opportunities, **ASIAN AMERICANS UNITED (AAU)** leaders began discussing the possibility of creating their own school. As Executive Director Ellen Somekawa explained, the organization had achieved success in the past, but "felt like we got into a cycle where we would win a victory, then the school or the district leadership would change and we would have to start over. Looking at the sum total of our efforts, we determined that we needed a school in the neighborhood for which we could be accountable." In 2009, the Folk Arts-Community Treasures School (FACTS) opened. It is the only public school in Chinatown; as a charter school, it accepts students from around the city. The school focuses on cultural education and the arts as well as youth civic leadership development. ■



More than 50 Asian immigrant students boycotted their school to demand quality, culturally appropriate education with the support of Asian Americans United and other adult allies. Photo courtesy of AAU.

School Reform found that YUC had a strong reputation as an influential, well-organized group among educators in the Philadelphia district and that "the organization's work also influenced district officials' perceptions of the benefits of student engagement in schools and school reform activities."<sup>68</sup>

Meanwhile, Asian Americans United (AAU) youth members have a long tradition of participating in and leading the group's organizing efforts. Youth gain policy analysis and knowledge of social change theory through the organization's youth leadership program, based in Chinatown. Historic efforts have included a youth leadership-initiated campaign to get a school bus from Chinatown to the closest public school, with parents also getting involved. More recently, youth have become involved in developing programs at AAU's charter school, the Folk Arts-Community Treasures School.

Many former AAU leaders have gone on to pursue careers in community organizing and social justice work. Sookyung Oh is program director of the National Korean American Service and Education Consortium, a national civil rights group. In 1993, she walked into the AAU office looking for a part-time job. She said, "If it weren't for AAU, I wouldn't be where I am now." The internship with the group was a transformative experience that led her to pursue a career in organizing.

Oh's story and those of other leaders featured in this section speak to the long-term payoff of civic engagement. In September 2010, the Corporation for National and Community Service and the National Conference on Citizenship released an issue brief on the civic health of the nation. Among its key findings, the brief noted that "Creating community impact doesn't happen in a vacuum – it's part of a reinforcing cycle. People who are involved in one area of community activity are more likely to be involved in others."<sup>69</sup> This finding at the national level reinforces what NCRP found at the state level in Pennsylvania: There are tangible benefits to communities when individuals become engaged in civic life.

#### 4. Organizing Marginalized Communities

Organizations in Pennsylvania have utilized a variety of strategies and tactics to achieve their goals. Many of the groups directly engage those affected by policy in their organizing efforts. This section highlights some of the ways in which this strategy has built community capacity and social capital (and helped groups win) by elevating new voices in the policy arena.

### LEADERSHIP SPOTLIGHT

Isabel Vasquez was a tenant in one of the Women’s Community Revitalization Project’s (WCRP) townhomes. Prior to moving into a WCRP house, she was living on friends’ couches, had left high school, had one child and was pregnant with another when she applied for the WCRP house. She started coming to WCRP meetings, but initially did not like speaking, although she participated in some committee work. In 1991, Isabel’s second year as part of the group, WCRP began to plan a childcare center, but was unable to receive a funding commitment from the U.S. Department of Health and Human Services (HHS). Isabel helped conduct research to understand the regulations and was involved in a campaign to send bilingual postcards to mobilize residents. She realized that, without access to childcare, she wouldn’t be able to complete her GED.

At a community meeting, she pointedly asked U.S. Senator Arlen Specter, a member of the appropriations committee, why he was not doing more to help secure funding for the childcare center. This encounter caused him to embrace the effort. After Specter lent his support to the effort, HHS provided the funding, and the childcare center was built. Isabel became increasingly comfortable taking on leadership roles and organizing the neighborhood on issues related to children. She earned her GED, found a good-paying job with a pension and bought her own house. More importantly, she feels that she is setting a good example for her two daughters, showing them that it is right to speak up and speak out, and that individuals can make a difference. ■

The Women’s Community Revitalization Project (WCRP) provides affordable housing options to lower-income women and their families, and invites all people affected by the city’s housing crisis to join the organization’s fight to preserve affordable housing options in the city of Philadelphia. WCRP Executive Director Nora Lichtash explained, “Housing is a strategy, but it intersects with other issues.” This is seen in the story of Isabel Vasquez (see leadership spotlight), who became a leader after she realized she needed access to childcare to finish her schooling. WCRP trains its constituents in the basics of organizing, including developing clear campaign goals and conducting power analysis. Leaders also learn about the effective use of media and researching specific policy issues such as the city tax system or community benefits agreements.

### LEADERSHIP SPOTLIGHT

Just Harvest Co-Director Tara Marks first learned of the organization’s work as a welfare recipient in 2002. Frustrated with the lack of responsiveness at her local welfare office, she joined a support group for single mothers and connected with Just Harvest’s work organizing for administrative improvements at the state welfare office. This work was especially important for Tara, who wanted to finish post-secondary education but could not do so without state aid. Tara recalled being grateful for the organization’s support. “They believed me when the welfare department didn’t believe me. I said, ‘Thank you so much. If there is anything I could ever do so that one more woman doesn’t have to live this way, I’ll do it.’” Just Harvest asked her to tell her story to state legislators and welfare department officials in Harrisburg, and she did. The campaign to include educational work as an option for satisfying the state welfare work requirement was successful, and Tara subsequently completed two associate’s degrees.

At her graduation ceremony, Tara was the student speaker. The president of her college wanted her to tell her fellow students how she advocated for systems change, persisted and won as well as why it was important for single parents to have access to educational opportunities. Tara credited Just Harvest with building her confidence in herself and her interest in becoming civically engaged. Now, she says, her children volunteer on election day, and she has instilled in them the importance of community involvement. After finishing her graduate studies, she became a political consultant for several campaigns before Just Harvest hired her as its co-director for public policy. Reflecting on the training she received from Just Harvest and her experience advocating to state leaders, she said, “I had no idea I was building a career. Just Harvest invested in me when no one else would, so I followed their lead. This is really important to me. This is what I want to do; it’s a lifestyle.” ■

Constituent-led campaigns contributed to the organization’s work to win an affordable housing trust fund in the city, and leaders have secured community input on the oversight board for the trust fund. After WCRP and the Philadelphia Affordable Housing Coalition successfully organized to win the creation of the Philadelphia Housing Trust Fund, they knew ensuring that community members had a voice in the fund distribution process would be essential for transparency and accountability. WCRP and its coalition partners fought to win two com-



Just Harvest supporters call for strong Child Nutrition funding in Federal Budget outside Pittsburgh's Federal Office Building, March 2009. Photo courtesy of Just Harvest.

munity representative seats on the Philadelphia Housing Trust Fund Oversight Board, which makes decisions about allocating city housing dollars. The representation has paid off: WCRP estimates that, by having the two community representative seats on the board, the city has allocated a greater proportion of housing dollars each year for families earning less than 30 percent of the area's median income.

Consumer Health Coalition (CHC) engages health care consumers, particularly lower-income people, people with mental illness and people with disabilities. CHC trainings focus on the basics of organizing, including effectively using media, building coalitions, conducting legislative visits, maintaining persistence during advocacy campaigns, building creative and catchy campaigns and utilizing other basic organizing skills. Members participate in committees based on their interests; these committees also include other stakeholders, such as organizations interested in a particular health care issue or family or friends of individuals affected by the issue. These committees set the organization's advocacy agenda and create the roadmap for its campaigns. This process of enabling marginalized health care consumers to set the agenda means people who are often stigmatized and isolated are able to feel more empowered to create change.

Just Harvest connects Pittsburgh's lower-income residents to public benefits such as food stamps and the Earned Income Tax Credit; the organization also engages them in its advocacy and organizing work. Just Harvest clients have the opportunity to learn about

## Philanthropic Investments in Leadership Reap Long-term Benefits

Key funders indicated that Pennsylvania ACORN played a critical role in the state during 2005 to 2009, organizing underserved residents and achieving significant impacts. However, ACORN no longer exists and could not be included in the research sample for this study. Yet, foundation investments in ACORN leadership development and capacity have not been squandered. In fact, they continue to pay off in the ongoing work of former ACORN members.

In 2010, a new organization formed in Pennsylvania to address the needs of lower-income communities. Action United is a newly incorporated nonprofit working to build power among lower- and moderate-income Pennsylvania residents and bring their voices to bear on key issues such as

education, housing and the implementation of federal health care reform in the state. Many of its leaders and organizers are veterans of organizing victories. Several Action United leaders learned about community organizing by participating in the Pennsylvania chapter of ACORN, which closed its doors in 2009 following national fallout from unsubstantiated attacks and the resulting Congressional de-funding. As members of ACORN, Action United leaders produced impressive results:

- > As part of the IRS Volunteer Income Tax Assistance (VITA) program, leaders prepared income tax returns for more than 10,000 low- and moderate-income families at no cost, thereby delivering more than \$4.2 million of

Earned Income Tax Credit dollars back to these families and saving \$1.5 million in tax preparation fees. This work extended beyond tax preparation service to organize around fighting predatory loan products such as Refund Anticipation Loans.

- > Between 2004 and 2009, leaders registered 300,000 new voters in the state and led efforts to mobilize 60 percent of those new voters to get out and vote.
- > In 2008, leaders participated in the campaign to reform the state education funding formula, joining with organizations such as Good Schools Pennsylvania, the Education Law Center and others.
- > In 2008, as the foreclosure crisis began to take hold in Philadelphia,

state welfare policy, the state budget process, lobbying and welfare rights. By educating clients about the state welfare safety net and engaging them in trainings on advocacy and organizing, Just Harvest brings new voices to its campaigns focused on economic justice at the state level. Two of the organization's staff members are former clients who have come out of the state welfare system with a desire to fight for a stronger safety net and long-term solutions to poverty.

The examples provided here speak volumes about the value of organizing marginalized communities; in addition to the broad community benefits described in the previous section, civic engagement is an empowering and personally transformative process that improves the lives of individuals.

## 5. Arts as Civic Engagement

NCRP interviewed two additional organizations, Taller Puertorriqueño and the Village of Arts and Humanities, that both utilize the arts as a tool for civic engagement, leadership development and community planning. NCRP understood the arts to be an important funding

### LEADERSHIP SPOTLIGHT

Denise Weis began attending the meetings of the Health Committee for People with Disabilities at Consumer Health Coalition in 2004. She was very shy and closed off; although she attended the committee meetings, she did not participate actively. Denise attended CHC's advocacy training, where she learned about the basics of developing an advocacy campaign, how to communicate with legislators and the media and how to utilize patience and persistence in a campaign. After the training, she began to participate more actively at committee meetings. When CHC began doing advocacy around the closure of state mental health hospitals, Denise completely opened up: She gave testimony at public hearings, was interviewed for newspapers and television and engaged in advocacy events and training. Executive Director Beth Heeb said, "She's one of our key spokespeople now; it's amazing to see the transformation in her as a person." ■

area for Pennsylvania foundations and one that receives significant support. The following case studies

Pennsylvania ACORN leaders worked with the Philadelphia Unemployment Project to establish a model Foreclosure Diversion program that compels lenders to meet with troubled borrowers prior to a foreclosure to attempt to reach an alternative solution. About half of the families utilizing the program are able to keep their homes.

Buoyed by past successes, many former ACORN leaders wanted to continue the organizing work after ACORN closed its doors. One former ACORN leader, D. William Browning, shared how his involvement led him to join the staff of Action United:

"I began working with ACORN for the improvement of public education for

inner city public schools. ... Once getting involved, every campaign appeared to directly or indirectly affect me, my family and my community. So I became more involved, got elected chairman of the Philadelphia Germantown Chapter [of ACORN] and eventually joined the Philadelphia board. When ACORN was shut down, many of us began to talk about the need for organizing in low-income communities and the need to fill that void. Now I work on a full-time basis for Action United, helping to improve the quality of life for all low- and moderate-income individuals."

"Now, more than ever, low-income families need to have an organization that gives them not just a voice, but also power, to address the issues affecting their communities," said Lucille Prater-

Holliday, the newly elected president of Action United. Thanks in part to the capacity they built through ACORN, Action United leaders have hit the ground running and are currently organizing across the state on their core issues: utility rate reform, good schools, quality affordable health care, the cessation of predatory lending and the preservation of affordable housing.

The social capital that ACORN built in Pennsylvania through its community organizing work contributed to the momentum to establish a new organization to address issues facing vulnerable communities. The story of Action United's birth speaks to the ways in which investment in civic engagement and leadership development continues to pay dividends over the long term. ■

highlight the ways in which foundation support of arts can also be foundation support of civic engagement that draws underrepresented voices into public life. Although organizations focusing exclusively on the arts did not fit our research criteria, we wanted to highlight how the arts and civic engagement can and do intersect to improve Pennsylvania's communities.

*“By understanding these basic concepts, arts organizations such as Taller can provide programming in the arts that create pathways for youth to explore ways to artistically express their interest and passion.”*

—Lucas Rivera, Former Youth Artists Program Participant

**Improving Education through the Arts** – Concerned about the lack of culturally appropriate curriculum in schools, **Taller Puertorriqueño** was founded in 1974 to serve as a cultural resource to the community and provide opportunities for youth arts education and leadership development.

Central to Taller Puertorriqueño's work is its after-school program for lower-income Latino youth in the organization's eastern North Philadelphia neighborhood. Executive Director Carmen Febo-San Miguel emphasized that the organization's work reinforces the importance of education, “teaching kids that where they come from is crucial to their development as civic-minded individuals in the future” and that there is life after high school in which academic achievement is paramount to success.

Using the arts and arts education as a tool, Taller Puertorriqueño begins engaging neighborhood young people at the age of six in its Cultural Awareness Program, which educates Latino children about their shared cultural and artistic heritage. Their Youth Artists Program is a two-year arts training program for high schoolers focused on the visual arts. The program supports and encourages them to finish high school and, if they are so inclined, pursue an arts career.

One Youth Artists Program participant, Lucas Rivera, was grateful for the opportunity:

*When I turned 16, I was introduced to Taller Puertorriqueño. Through its mission of preserving, developing and promoting Puerto Rican artistic and cultural traditions, Taller Puertorriqueño has shaped*

*the person I am today. If it had not been for this organization I would have been behind bars or dead like most all of the friends of my youth. I was caught up in the peer pressures of trying to be “cool” or just fitting in. I struggled to keep a positive lifestyle therefore resulting in smoking and drinking at this early age. The more I became involved with*

*Taller the less involved I became with my negative lifestyle. Taller made it possible for me to step out into a world where arts education and its connection to Latino cultures was a main focus in my search for knowledge of the arts and identity.*

*The history I share with this organization provides a unique first-hand account of the major issues I believe are facing arts organizations in my community. If we believe that our youth are the future then why ignore their needs. In order for us to connect to their needs we have to be knowledgeable about what youth are interested in and what they are passionate about. By understanding these basic concepts arts organizations such as Taller can provide programming in the arts that create pathways for youth to explore ways to artistically express their interest and passion.*

Lucas Rivera went on to complete a master's degree/certificate in dance education at Temple University's Esther Boyer College of Art. He is the current executive director of the Artists and Musicians of Latin America Association (AMLA) and the director of the Arts at Esperanza Academy Charter School.

Taller Puertorriqueño values its strong community ties and record of success. In 2008, it became the first Latino organization to win the Commonwealth of Pennsylvania Outstanding Leadership & Service to Arts Education Award.

**Community Development and Civic Engagement through Art** – Founded in 1986, **The Village of Arts and Humanities** in North Philadelphia engages the community in the beautification of public spaces through art and provides afterschool opportunities for youth to learn artistic and entrepreneurial skills. Based in Philadelphia's Fairhill-Hartranft Neighborhood, just

north of Temple University, The Village counts a rich cultural history among the community's assets.

This neighborhood was instrumental in the Civil Rights struggles of the 1950s and 1960s. As late as the 1960s, the neighborhood lay at the foot of a thriving commercial strip, the economic heart of north central Philadelphia. The ethnically diverse community was filled with doctors, lawyers and other professionals. Police knew the names of children, where they lived and who their parents were. People relied on their neighbors, and credit was given at the local grocery when a family was unable to pay that week.

Decades of population decline and disinvestment have exacted a toll on the community. As factories closed down and professionals moved their families to the suburbs, the vitality of the area diminished. Hit hard by the crack epidemic in the 1980s, the area attracted drugs and crime, and long-term residents watched the houses on their block deteriorate, abandoned public spaces fill with trash and opportunities for their youth dwindle. The concentration of poverty within The Village's target area adds to the community distress, with unemployment rates above 40 percent and more than half of households living below the poverty line. In addition, the majority of children in the area live in female-headed households; of these, 86 percent fall below the poverty line.

In response to these conditions, since the late-80s the Village has been creating a space in which residents of the Fairhill-Hartranft neighborhood can actively participate in the development and revitalization of their own community. The Village serves as the lead organization for the collaborative community development plan known as Shared Prosperity, coordinating work across multiple organizations and with community members to implement the goals of the plan. As part of its Building through the Arts program, The Village maintains roughly 200 formerly vacant lots that have been converted to art parks and community gardens, providing pleasant public space and opportunities for urban farming to neighbors.

The Village's Teen Leadership Corps (TLC) started when the Wachovia Regional Fund for Shared Prosperity gave the organization a grant to develop a youth leadership program in 2005. TLC members participate in year-round weekly art education activities, receive opportunities for internships with mentors and business leaders and attend an annual retreat focused on leadership development.

In 2010, a group of TLC students who had developed advanced skills in media literacy received a small grant to start the New Media Lab, providing digital services to the community. The New Media Lab team has since interviewed Philadelphia's Mayor Nutter and Councilman Clarke twice on the subject of engaging youth in city decisions; challenged city officials on their support of after-school programs during budget cuts; created a web site for the local community development corporation ([netcdc.org](http://netcdc.org)); and created short public service announcements for the community on weatherizing homes, teen pregnancy, HIV/AIDS awareness and in-home violence. Through their youth-driven activism and civic engagement, empowered with media skills acquired at The Village, one TLC member, Sherrieff McCrae was appointed by the district's councilman to the Mayor's Youth Commission to represent the viewpoints of teens in north central Philadelphia.

#### D. PHILANTHROPIC SUPPORT FOR ADVOCACY AND ORGANIZING

As this report shows, institutional funders play a vital role in supporting nonprofits in Pennsylvania to address the state's most pressing problems. Among the 13 groups in NCRP's sample, foundation support for their advocacy, organizing and civic engagement work totaled more than \$22 million, representing 85 percent of their total advocacy and organizing budgets between 2005 and 2009. This section describes the nature of that support and identifies which funders provided it.

The table below highlights the types of foundation support provided to organizations in the sample for their advocacy, organizing and civic engagement work between 2005 and 2009.

TABLE 3: TYPE OF FOUNDATION FUNDING RECEIVED OVER 5 YEARS (2005-2009) BY 13 SAMPLE GROUPS FOR ADVOCACY, ORGANIZING AND CIVIC ENGAGEMENT

TYPE OF FUNDING	AGGREGATE AMOUNT RECEIVED	AS PERCENT OF TOTAL FOUNDATION FUNDING	MEDIAN AMOUNT RECEIVED
General operating support	\$ 13,606,033	53	\$ 398,166
Multiyear funding	\$ 7,674,423	29	\$ 448,329
Capacity building	\$ 629,460	3	\$ 141,230

Foundation support to the 13 sample groups for these strategies totaled \$22,087,511 from 2005 to 2009. The median amount received per group was \$1,361,211 over the five-year period. Impressively, the organizations in the sample received 53 percent of their funding from institutional grantmakers as unrestricted support. In the aggregate nationwide, less than 20 percent of grant dollars are provided as general operating support and less than 16 percent of grantmakers provided 50 percent of their grant dollars this way.

In Pennsylvania, multi-year funding accounted for 29 percent of foundation support over the five-year period. This is similar to national trends; in 2008, the Foundation Center classified 28.9 percent of grant dollars as continuing support.<sup>70</sup> Only 3 percent of grant dollars given to the groups in the research sample over the five-year period were designated for capacity building. Although funders may be providing capacity support through general support grants, the organizations in the research sample identified further capacity needs, including improved office technology and increased staff capacity. This highlights the importance of funders discussing the most effective ways to provide capacity-building support to their nonprofit partners.

This project asked organizations in the sample to list all funders who supported their advocacy, organizing and civic engagement work. The following Pennsylvania funders appeared on the respondents' lists:

- > Bread and Roses Community Fund
- > Claneil Foundation
- > The Donley Foundation
- > Falk Foundation
- > Samuel S. Fels Fund
- > FISA Foundation
- > The Grable Foundation
- > Heinz Endowments
- > Independence Foundation
- > Indian Creek Foundation
- > Jewish Healthcare Foundation
- > Richard King Mellon Foundation
- > New Century Trust
- > William Penn Foundation
- > The Pew Charitable Trusts
- > The Philadelphia Foundation
- > Pittsburgh Child Guidance Foundation
- > The Pittsburgh Foundation
- > The Rider-Pool Foundation
- > The Sprout Fund
- > Staunton Farm Foundation

- > Three Rivers Community Foundation
- > Valentine Foundation
- > Wells Fargo Regional Foundation (formerly Wachovia Regional Foundation)
- > Women and Girls Foundation of Southwestern Pennsylvania
- > Henrietta Tower Wurts Memorial Fund

In addition, the following national funders appeared on respondents' lists:

- > The AIDS Fund
- > Annenberg Foundation
- > Butler Family Fund
- > Catholic Campaign for Human Development
- > Casey Family Programs
- > Annie E. Casey Foundation
- > Common Stream
- > Communities for Public Education Reform
- > Cricket Island Foundation
- > Evangelical Lutheran Church in America Domestic Hunger Program
- > First Five Years Fund
- > Joseph and Anna Gartner Foundation
- > Edward W. Hazen Foundation
- > The Kauffman Foundation
- > MAZON: A Jewish Response to Hunger
- > Charles Stewart Mott Foundation
- > The Norman Foundation
- > The Oak Fund
- > Open Society Foundations
- > Patagonia
- > Prudential Foundation
- > Public Interest Projects Fulfilling the Dream Fund
- > Public Welfare Foundation
- > Sociological Initiatives Foundation
- > The Speyer Family Foundation
- > Surdna Foundation
- > The Robert Wood Johnson Foundation

Commendably, organizations featured in the sample frequently cited in-state foundations as their best funding partners. The Pennsylvania funders recognized most frequently for being effective partners with nonprofits in their advocacy, community organizing and civic engagement efforts were Bread and Roses Community Fund, Samuel S. Fels Fund, FISA Foundation, Heinz Endowments, William Penn Foundation, The Philadelphia Foundation, The Pittsburgh Foundation and Three Rivers Community Foundation.

# VI. Recommendations for Grantmakers

As this report demonstrates, when nonprofits advocate on behalf of and organize their constituents, communities in Pennsylvania reap concrete, lasting benefits. However, as many advocates and foundation leaders emphasized, the state still faces numerous challenges, including a new influx of immigrants, a shifting economy that left many Pennsylvanians behind (particularly in the western part of the state), the need to implement health care and education reforms and the need to protect environmental resources in rural communities. These problems are exacerbated by the lingering effects of the recession, which have shrunk state and local coffers and limited government resources for meeting residents' basic needs. The continued marks left by the recession can be seen in more mortgage foreclosures and ongoing state budget crises. The current climate presents a tremendous opportunity for Pennsylvania foundations to respond to these problems in a powerful way by supporting advocacy, organizing and civic engagement strategies that elevate those with the least power in the state to work toward a more just Pennsylvania.

Based on the input of nonprofits and funders, NCRP recommends the following steps for foundation leaders:

## **1. Increase the percentage of grant dollars devoted to advocacy, organizing and civic engagement for the benefit of marginalized communities.**

As the previously discussed examples indicate, some funders already recognize the significant return on investment achieved through support of advocacy, organizing and civic engagement activities, devoting a substantial percentage of their grant dollars to this

work. Others may want to re-evaluate and increase their levels of investment in these strategies, given their potential for tremendous impact and the risk that the state's advocacy capacity is eroding as a result of the recent recession. Recognizing the importance of these strategies for building strong communities, some field leaders nationwide provide a high percentage of their grant dollars for advocacy, organizing and civic engagement.

Yet in the 2009 report "Criteria for Philanthropy at its Best," NCRP analyzed data from the Foundation Center on 809 large foundations over a three-year period and found that only 7 percent of those foundations give 25 percent or more of their grant dollars to support social justice.<sup>71</sup> No foundations in Pennsylvania met this metric. Updated Foundation Center data from 2006-2008 showed little change. Twenty-three Pennsylvania foundations were included in the custom dataset. Of these, only two designated more than 10 percent of their grant dollars for social justice over a three-year period. The median allocation of grant dollars for social justice causes was 3.2 percent while the average was 3.9 percent.<sup>72</sup> As earlier noted, Pennsylvania is the sixth largest state in population but ranks 15th in social justice grants awarded and 12th in social justice grants received.

For funders who do not currently support advocacy and organizing—or who could provide funding at much higher than current levels—this report can serve as a guide for discussing the value of the work with trustees and donors. As Nora Lichtash of the Women's Community Revitalization Project stated, "For those not satisfied with the status quo, organizing is effective."

The civic engagement and subsequent leadership development activities that bring the voices of marginalized communities into the public sphere are vitally

important for our robust democracy. Funders can focus their support for these activities in ways that explicitly include those traditionally left out of civic life and public decision-making. Indeed, in light of recent data showing a downward trend in voting among underserved communities, which creates a sense of urgency around this issue, funders can work with nonprofit partners to reverse those trends and ensure that these communities remain civically active.

As Bia Vieira, vice president for philanthropic services at The Philadelphia Foundation explained, “The Philadelphia Foundation [TPF] has a long history of supporting organizations engaged in advocacy and organizing in the Greater Philadelphia region. TPF understands that this support is critical to the continued engagement of communities on issues impacting the region. TPF has invested in advocacy and organizing strategies in order to ensure that local, state and federal decision-making is informed by the voices,

experiences and perspectives representing our diverse communities. Our goal is to support the continued democratization of processes impacting systems and public policies.”

## 2. Be a responsive partner.

To achieve the kinds of meaningful impacts described in this report, organizations have often relied on strong partnerships with grantmakers. Being a responsive partner can mean providing emergency grants, fostering candid conversations, incorporating feedback from grantees to improve grantmaking practices and going beyond the grant to help groups achieve their advocacy goals.

The policy victories and the groundwork laid for them did not happen overnight. An effective grantmaker partner fosters honest dialogue with grantees to determine what other capacities they need in order to

## Grantmaker Highlight: FISA and Staunton Farm Foundations Provide Support beyond the Grant

One of the ways in which foundations can support their nonprofit partners is by dedicating time and interest to the work of their grantees. This also serves to reinforce mutual accountability and fosters a sense of partnership between funder and nonprofit advocate.

Beth Heeb of Consumer Health Coalition (CHC) described the way in which many of the foundations that fund CHC actively support the coalition’s work beyond the grant. When CHC is working on building a new coalition, both FISA and Staunton Farm Foundation will reach out to their nonprofit contacts to drum up interest. CHC will soon be expanding into two new counties in southwestern Pennsylvania, and FISA and Staunton Farm have helped the organization connect to other groups in that area. Heeb added that both foundations always are willing to participate in the group’s activities. “We organized a project in which consumers

with disabilities used the art of photography to describe what health looks like in their life. At the conclusion of the project, we held an exhibit. Foundation program officers attended and talked with the consumers about their photos.” The photography project was funded by the Developmental Disabilities Council, Sprout Fund and Three Rivers Community Foundation. Taking an active interest in the work of grantees goes a long way toward building relationships of mutual trust and mitigating the funder-grantee power dynamic.

Kristy Trautmann, FISA Foundation’s executive director, explained why it is important to the foundation to partner with grantees beyond monetary support:

“As a relatively small and highly focused foundation aimed at improving the lives of women, girls and people with disabilities, we are very intentional about listening to our grantees.

They have their ears to the ground and know where the challenges and opportunities are to create change, and we believe our role is to be a good partner. We award grants, but just as important we raise awareness through our website and other communications tools; we open doors for our grantees to meet other funders and community leaders; we help connect nonprofit leaders with other organizations doing similar work; we forward research and emerging best practice information; and we help grantees build their capacity to engage in evaluation, communications and advocacy. As a foundation, I think it is our responsibility to hold a bold vision and a long time horizon. Correcting social injustices takes perseverance and determination and creativity. We cannot afford to think about our role only in terms of our limited grantmaking budget.” ■

obtain their goals. Funders can often provide support for these needs without committing large amounts of funds; all it takes is a conversation to assess the needs and how the foundation can best be of assistance. Just as nonprofit advocates need to be agile and able to respond quickly to changing situations, so too should funders have an “ear to the ground” and be aware of how their nonprofit partners are doing.

Several of the organizations in this report indicated that the best funding partners were those with whom they felt they could be honest. Organizational leaders cited the ability to share failures, suggestions and feedback as well as to admit when something about the relationship was not helping them achieve their goals as characteristics central to productive foundation relationships.

A great example of partnering beyond the grant is the Women and Girls Foundation (WGF). WGF reached out to local media on behalf of Lydia’s Place, helping the group amplify public pressure on the sheriff to change the way in which pregnant women were treated in the Allegheny County prison system.

When foundations partner with grantees in this way, it adds clout to the effort and demonstrates a willingness on the funder’s part to walk the walk, in addition to talking the talk through monetary support. This type of partnership can also mitigate the funder–grantee power dynamic and create a sense of shared goals.

Sometimes effective partnering also means being flexible about the need for additional resources at key points. Ellen Somekawa of Asian Americans United described how the Samuel S. Fels Fund has provided resources at critical junctures. She values their non-prescriptive approach to funding, responding to the needs of individual organizations. In times of limited resources, she explained, they “respond to reasonable requests,” which can create the bridge of funds needed to get through a difficult period. “Since we cannot fund everyone every year, our notion of critical junctures helps us respond when issues and organizations most need us,” says Helen Cunningham, executive director of the Samuel S. Fels Fund.

For organizations that rely on public funding for the services portion of their work, the state and local budget crisis in Pennsylvania has proved particularly challenging. In 2009, AIDS Law Project of Pennsylvania (ALPP) Executive Director Rhonda Goldfein experienced this firsthand. In addition to systemic advocacy work, ALPP provides legal services and advocacy to individuals with HIV/AIDS. This work is largely funded with public money adminis-

tered by the City of Philadelphia. In 2009, when state leaders dragged the budget process more than 100 days past its due date, the city did not pay vendors for 62 days. Goldfein was on the verge of asking staff to go without pay and reached out to everyone she could think of that might be able to help. The Philadelphia Foundation responded and quickly gave the group a grant to make ends meet until the city resumed payment. ALPP did not have a preexisting relationship with the foundation; as Goldfein said, “They really rose to the occasion.” Although ALPP was not an existing grantee, The Philadelphia Foundation recognized the urgency of the organization’s needs and stepped in, providing a lifeline to a longtime nonprofit community member so that it could operate continuously.

### **3. Strengthen nonprofit advocacy coalitions and organizing infrastructure.**

The work of advocacy coalitions has been central to the success of many of the policy efforts highlighted in this report. Yet, more than any other site studied for this series, Pennsylvania stakeholders emphasized the need for improved advocacy and organizing capacity in their state. The economic downturn has further diminished capacity, risking a weakening of the existing policy engagement infrastructure.

One way to strengthen the nonprofit advocacy and organizing infrastructure is for funders to work collectively to help a range of organizations address challenging issues. For foundations that currently invest little or no grant dollars in advocacy, organizing and civic engagement work, collaboration with peers can boost knowledge and confidence to take such a step. Funders can break out of their usual issue or constituency silos by collaborating with funders that may not have the same focus.

Several southeastern Pennsylvania funders have participated in the Communities for Public Education Reform (CPER) collaborative as part of their support for organizations leading the campaign for school funding reform, including William Penn Foundation, Samuel S. Fels Fund, The Philadelphia Foundation and others. CPER supported many nonprofit coalition leaders in the campaign, including Good Schools Pennsylvania and Youth United for Change. Building nonprofit advocacy and organizing capacity includes understanding how to best support coalition work and the tremendous impacts that such work can achieve.

The Pennsylvania School Funding Campaign is just one example of the way in which a funder collaborative can effectively support community collaboration to tackle big problems, in this case through CPER funding for individual groups that are part of a broader coalition.

In Pittsburgh, the Fund for Excellence for Pittsburgh Public Schools is a collaboration of local funders supporting improvements in the city's public schools. The fund, established in 2006, is housed in The Pittsburgh Foundation and has six local foundation core members: Claude Worthington Benedum Foundation, Buhl Foundation, The Grable Foundation, Heinz Endowments, Jewish Healthcare Foundation and The Pittsburgh Foundation. In 2010, the fund announced \$1.7 million in grants to the school district, of which \$1.5 million will be used to improve teacher effectiveness in the schools. This initiative and its support for the district's reform agenda also has attracted national philanthropic attention. In November 2009, the Bill and Melinda Gates Foundation awarded \$40 million for the teacher effectiveness plan.<sup>73</sup> Pittsburgh was one of only four sites for Gates' Intensive Partnership for Effective Teaching; the others were Los Angeles, Memphis and Tampa. The school district will establish a Teacher Academy, in which teams of new and experienced teachers will work side by side, sharing and learning best practices.

To strengthen the advocacy infrastructure, Pennsylvania grantmakers can utilize strategies that increase the constituency, leadership and volunteer

base for nonprofits. For example, few organizations included in this study engaged in nonpartisan "get out the vote" activities. Considering the lower voter turnout in the 2010 election compared to 2006, particularly among working-class voters, funders and nonprofits can work together to explore the added value that could result from increased nonpartisan voter engagement work, particularly in vulnerable communities. Integrating non-partisan voter registration, education and mobilization into year-round organizing and advocacy could help grow organizing and advocacy capacity and effectiveness in Pennsylvania.

#### 4. Combine funding for services and advocacy.

Many of the organizations featured in this report are hybrid services-advocacy organizations. Combining these activities has enhanced their impact. Particularly for funders that do not currently include advocacy and organizing nonprofits in their grant portfolios, supporting organizations that engage in both services and advocacy can be a valuable entry point. Funders can learn about the advocacy process and how service provision informs policy formulation and engagement within the organization.

A few groups entered into advocacy work after growing increasingly frustrated with policies that affected their social service clients. As the former executive director of Lydia's Place Vicki Sirockman stated, "When you're a social worker, you work in an arena where problems are created by bad social policy. The

## Grantmaker Highlight: Communities for Public Education Reform

Communities for Public Education Reform (CPER) is a national funding collaborative formed to increase foundation resources for education organizing. The Ford Foundation initiated the funding pool with other national funders, and local funders have matched national funds at four sites across the country to invest in organizations working on education reform. This type of collaboration can create a safe space for new funders to test out supporting advocacy and organizing and attract national dollars and attention to a local or state issue.

Funders who collaborate by pooling their grant dollars should be cautious not to decrease investment in an organization or cause. In many ways, collaboration is beneficial to all involved: Small funders can leverage their limited resources for larger projects, and nonprofits may enjoy greater support for their cause. However, funders engaged in collaboration should be careful to avoid making the sum less than the total parts. If multiple funders end individual grants in favor of contributing to a collaborative, resources may actually

decrease whereas the intention of the collaborative is to grow resources for a cause. Funder coalition members should work with grantees to ensure that the coalition does not result in a net reduction in resources.

Feather Houstoun, president of the William Penn Foundation, described the institution's long-term commitment to education reform and what it learned along the way:

"We began supporting advocacy for statewide school funding equity in

only way to change that is to bring it to the attention of lawmakers and advocate for change.”

Using the example of Lydia’s Place and its work on improving prenatal nutrition, Sirockman explained how public investments in services for social problems are far more expensive than advocacy to address the root causes. “There is a human capital cost to not funding advocacy. Without proper prenatal nutrition for incarcerated women, we see an increase in premature births, which leads to an increase of intensive care unit costs and other health care expenses. There is a cost-savings to changing bad policy. We know what that cost is—give us a chance to tell you.”

Just Harvest serves lower-income Pittsburgh residents by connecting them to state benefits such as food stamps and providing free tax preparation services. Just Harvest helps clients navigate the bureaucracy of the state’s welfare system, but it also connects those individuals to the larger city and state policy process through civic engagement trainings and advocacy work. Two of the organization’s eight staff people, including Co-Director Tara Marks, first had contact with Just Harvest as clients. Their successes and subsequent re-engagement with community change demonstrate the effectiveness of the services-advocacy model: Services meet immediate needs, and civic engagement invites individuals to take the next step to collectively solve long-term problems.

Philadelphia Unemployment Project (PUP) has a long history of organizing its lower-income constituency to advocate for improved economic security in the



PUP provides counseling for homeowners facing foreclosure (above) and has called for a Sheriff Sale moratorium outside the monthly Philadelphia Sheriff Sale. Photo courtesy of PUP.

Pennsylvania when it became clear that our investments in public education reform in the city of Philadelphia were unraveling due to growing inequities in state funding that consistently threatened progress in urban school districts. The early advocacy efforts we supported showed promise, but struggled to gain traction in Harrisburg. ... In 2004, based on the results of an independent evaluation by JL Myers, our board seriously contemplated whether or not this was a battle that could realistically

be won with our resources and elected to establish a set of benchmarks and a timeline to make a decision on whether or not we’d continue. Some of those markers were specific policy outcomes, but the key was that we felt far greater collaboration among the advocates was necessary.”

According to Houstoun, the watershed moment came when the advocacy groups not only accepted this concept, but embraced it and began to achieve a much higher level of coordination in

their tactics, strategies and agendas. “Their newly integrated approach led us to reaffirm our commitment, and it made their efforts far more potent. As a result, they scored a remarkable series of victories in Harrisburg, culminating in a new statewide school funding formula with broad bipartisan support in both houses and the administration. Now, the groups’ challenge—and ours—is to consolidate these policy wins and to ensure that they survive Pennsylvania’s upcoming gubernatorial transition and potential changes in the legislature.” ■

state. The organization provides services to job-seekers, connecting lower-income Philadelphians to opportunities for work, job training and public benefits. George Gould, managing attorney for housing and energy units at Community Legal Services, praised PUP's ability to successfully combine services and advocacy for tremendous community benefit—particularly its recent work in the foreclosure diversion program. “They do the advocacy, but they also represent and assist individual homeowners who are having problems. They are one of the best counseling agencies

stability, core support and multi-year funding also provided flexibility, enabling organizations to be agile in responding to an unexpected opportunity or preventing harmful policies from passing.

Consistent resources are essential for ensuring that an organization or coalition is able to maintain its capacity and take advantage of windows of opportunity in the policy arena. In 2007, Philadelphia Unemployment Project (PUP) organized members across the state to promote former Governor Rendell's Prescription for Pennsylvania, a proposal that would have ensured that all Pennsylvanians had access to affordable health care. With the governor's support, the proposal had tremendous momentum. “Then the recession hit and the tax base dried up right as they were trying to push it through,” said PUP Executive Director John Dodds, explaining why

When you're a social worker, you work in an arena where problems are created by bad social policy. ... There is a cost savings to changing a bad policy. We know what that cost is – give us a chance to tell you.”

—Vicky Sirockman, Former Executive Director, Lydia's Place

in Philadelphia that is working with the diversion program. They do a combination of both services and advocacy. For a relatively small organization, they are extremely effective.”

### 5. Provide general operating support and multi-year grants

Time and again, organizations included in this report listed general operating support and multi-year grants as the funding that best allows them to achieve their missions. As previously noted, 53 percent of the foundation resources for advocacy and organizing during the period studied in this report was designated as general operating support.

Advocacy and organizing campaigns can take years to reach their stated goals. Along the way, organizations involved must respond to changes in the political landscape, adapt to unforeseen economic or political events, forge partnerships with other nonprofits and relationships with public leaders and organize constituents. These efforts take time and resources. By investing in the mission and work of their nonprofit partners, funders are showing that they trust their grantees to do what they say they will and are investing in their long-term ability to do so. In addition to

the legislation ultimately failed to be enacted. Although the proposal stalled, the capacity PUP had built was not wasted. When President Obama made health care reform a priority following his election, local and state organizing was essential for securing Congressional support. PUP had already built the Pennsylvania Health Access Network, meaning it was able to draw on existing state networks of organizing leadership to push its Congressional representatives to support the reform.

Janis Risch of Good Schools Pennsylvania explained why multi-year funding is vital to her organization's work: “[It's] a confidence-builder.” The William Penn Foundation has provided Good Schools Pennsylvania with multi-year funding since the organization's founding in 2001. Good Schools Pennsylvania was formed to conduct a three-year campaign to change the school funding formula. The relatively short timeframe excited funders, but the organization soon found that its original timeframe did not fit with the political realities in the state. Multi-year funding and long-term investment proved critical to the organization's success. The Pennsylvania School Funding Campaign ultimately succeeded in rewriting the state school funding formula, but the fight continues: The coalition must ensure that the formula is properly

implemented—an effort made even more challenging because of the ongoing state budget crisis. By providing multi-year general operating support grants, foundations give grantees the ability to plan for the future and react to new opportunities and challenges.

Multi-year general operating support further serves to enable the nonprofit to prioritize its work in the way that is the most effective for achieving its mission, rather than having to be beholden to the issue area interests of a particular funder. Joan Benso of Pennsylvania Partnerships for Children (PPC) noted that the organization has not had the funding for a health director for nearly five years, despite having children's health care as one of its main focus areas. "Without this person, we can't make sure programs are implemented well; ensure policies actually meet agreed upon goals; that the dollars are being used wisely; and that the programs are ultimately working well with families." PPC is now facing the prospect of losing the funding stream that provides a large share of the support for its early childhood director.

Andi Perez of Youth United for Change (YUC) described how one funder responded to her request for multi-year support. Cricket Island Foundation, a small family foundation focused on youth development, had historically supported YUC with annual grants. The support was consistent, but because it required annual renewal, it was not as reliable as multi-year funding. Perez explained to the foundation that YUC would benefit from large, multi-year grants. Cricket Island Foundation responded by providing just that. As Perez explained, "They see their investments as an investment: They are not just giving out money but making an investment in the organization and they are very supportive beyond the grants." She said she values the level of comfort she has reached as a partner with Cricket Island Foundation: The relationship is honest and open, and while they may disagree at times about political issues and strategy, the different lens and perspective are valuable to YUC's work. "It's almost like having another board member," Perez said, noting that Cricket Island Foundation sees the value of youth organizing as part of the youth development process.

Shelly Yanoff of Public Citizens for Children and Youth explained that having the resources to respond to the public investment in the city's professional sports stadiums was critical to their success in winning a new community fund supporting Philadelphia's children. "When funders support advocates for general operating support (within the funder's goals), people can

seize the opportunities as they arise, and that's critical. So if tomorrow there's an anti-obesity opportunity, we can run out there and do it. We can look at the problem, find answers, give recommendations, and then act on that. The ability to be spontaneous, flexible, yet focused lies with advocacy organizations."

As one organizational leader quipped, "Funders have a shorter attention span than students." Although many have said it in different ways, the fact remains that foundations are often averse to long-term commitment and investment. Advocates lamented that funders do not understand why organizations need support to continue to implement a three-year-old policy win. Yet, vigilance is essential for ensuring that policies remain in place and are being properly executed, especially as states and localities grapple with budget crises.

NCRP's analysis of the organizations' financial data found that just 29 percent of their collective foundation resources over the study period were designated as multi-year funding. This report is filled with examples of the ways in which long-term investment in advocacy and organizing can have valuable payoffs for communities.



# VII. Conclusion

As this report demonstrates, examining a small sample of diverse and effective organizations in Pennsylvania yields impressive findings about their impact in their communities, including more than \$3.1 billion in monetary gains as well as many non-monetizable impacts. Pennsylvania nonprofits and grantmakers have partnered to achieve significant policy reforms, helping make government more efficient and effective. These efforts have both generated new resources for underserved communities and saved resources for all taxpayers.

The organizations included in this report utilized a range of advocacy, organizing and civic engagement tactics to achieve their impressive wins. Working in a challenging financial and policy environment, the organizations still managed to find success, utilizing sophisticated advocacy and organizing strategies. However, as this report also demonstrates, the challenges facing Pennsylvania are numerous and have been exacerbated by the lasting impact of the recession. The recession has

threatened the fabric of the advocacy infrastructure, leaving many policy gains at risk.

Pennsylvania funders have many positive grantmaking models that support advocacy and organizing; by increasing investments in these strategies, foundations will augment the ability of their nonprofit partners to effect change. As funders seek ways to stretch their own dollars, grants made in support of advocacy and organizing that promote justice and equity go a long way toward improving life for the communities and issues funders care about most. Investments in this work to address issues today will pay off in long-term benefits for all Pennsylvanians. Funders can ensure that no ground is lost while enhancing their impact by increasing grants for civic and policy engagement.

A list of resources for funding advocacy, organizing and civic engagement is available at [www.ncrp.org/campaigns-research-policy/communities/gcip/gcip-resources](http://www.ncrp.org/campaigns-research-policy/communities/gcip/gcip-resources).

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## APPENDIX A

# Organizational Profiles

### Organization/Contact Information

### Mission Statement/Description

#### **AIDS Law Project of Pennsylvania**

1211 Chestnut Street, Suite 600  
Philadelphia, PA 19107  
(215) 587-9377

Ronda Goldfein, Executive Director  
goldfein@aidslawpa.org

<http://www.aidslawpa.org/>

The AIDS Law Project of Pennsylvania is a public-interest law firm founded in 1988 by Temple Law School graduate David W. Webber to focus on AIDS-related discrimination cases. Now with a staff of 14 and a team of Drexel Law student interns, the AIDS Law Project of Pennsylvania is still the nation's only independent public-interest law firm dedicated to issues related to AIDS and HIV. The organization serves all of Pennsylvania from its home base in Philadelphia.

#### **The Arc of Pennsylvania**

101 South 2nd Street, Suite 8  
Harrisburg, PA 17101  
(717) 234-2621

Stephen H. Suroviec, Executive Director  
ssuroviec@thearcpa.org

<http://www.thearcpa.org>

The Arc's mission is to further the involvement of all children and adults with intellectual and developmental disabilities in every community. The Arc promotes active citizenship and inclusion in every community.

In conjunction with its local chapters and the national organization, The Arc of Pennsylvania makes daily efforts to carry out its mission.

#### **Asian Americans United**

1023 Callowhill Street  
Philadelphia, PA 19123  
(215) 925-1538

Ellen Somekawa, Executive Director  
aau@aaunited.org

<http://aaunited.org/>

Founded in 1985, the mission of Asian Americans United is to build leadership in Asian-American communities to build neighborhoods and unite against oppression.

#### **Consumer Health Coalition**

415 East Ohio Street, Suite 300  
Pittsburgh, PA 15212  
(412) 456-1877

Beth Heeb, Executive Director  
bheeb@consumerhealthcoalition.org

<http://consumerhealthcoalition.org>

CHC believes that access to quality, affordable health care and ultimately good health and wellness are critical to a person's ability to reach his or her potential. Also, people experience different "starting points" or access to resources, which is unfortunately correlated with socioeconomic status, racial or ethnic background and disability status. CHC is dedicated to the eradication of disparities in health access and outcomes and will continue its work until every person has the health coverage and care they need.

Organization/Contact Information

Mission Statement/Description

**Good Schools Pennsylvania**

6757 Greene Street, Suite 310  
Philadelphia, PA 19119  
(215) 332-2700

Janis Risch, Executive Director  
janis@goodschoolspa.org

<http://www.goodschoolspa.org/>

Good Schools Pennsylvania's mission is to ensure an effective system of public education to meet the needs of students, schools and communities. Since its inception in 2001, Good Schools Pennsylvania has worked through collaboration, grassroots organizing, policy development, community involvement and education to raise awareness about education issues in Pennsylvania and to improve the way the state funds and supports public education.

**Just Harvest**

16 Terminal Way  
Pittsburgh, PA 15219  
(412) 431-8960

Ken Regal, Co-Director  
kenr@justharvest.org

<http://www.justharvest.org>

Just Harvest is a membership organization that promotes economic justice and works to influence public policy and to educate, empower and mobilize the citizens of the community toward the elimination of hunger and poverty.

**Lydia's Place**

710 Fifth Avenue, Suite 2100  
Pittsburgh, PA 15219  
(412) 391-1013

Angela J. Longo, Interim Executive Director  
angie@lydiasplace.org

<http://www.lydiasplace.org>

Lydia's Place is a non-profit agency that helps incarcerated and recently released women and their children.

**Mountain Watershed Association**

1414-B ICV Road  
Melcroft, PA 15462  
(724) 455-4200

Beverley Braverman, Executive Director  
mwa@mtwatershed.com

<http://www.mtwatershed.com>

Mountain Watershed Association is concerned with the conservation, restoration and protection of the Indian Creek Watershed in Westmoreland and Fayette Counties, Pa.

**Pennsylvania Partnerships for Children**

116 Pine Street, Suite 430  
Harrisburg, PA 17101  
(717) 236-5680

Joan Benso, President & CEO  
president@papartnerships.org

<http://www.papartnerships.org/>

Pennsylvania Partnerships for Children is a statewide, independent nonprofit and a strong, effective and trusted voice to improve the health, education and well-being of children and youth in the Commonwealth.

**Philadelphia Unemployment Project**

112 North Broad Street, 11th Floor  
Philadelphia, PA 19102-1510  
(215) 557-0822

John Dodds, Executive Director  
jdoddspup@aol.com

<http://www.philaup.org/>

Since 1975, the Philadelphia Unemployment Project (PUP) has organized the poor and unemployed to fight for economic justice, bringing diverse groups together to bring about major changes that benefit millions of unemployed and impoverished citizens. PUP has connected the unemployed with coalition partners in the labor, religious, community civil rights and women's movements to increase its power. PUP's successes prove that, once organized, working people and the unemployed can form a powerful voice in the city, state and nation.

**Public Citizens for Children and Youth**

1709 Benjamin Franklin Parkway  
Sixth Floor  
Philadelphia, PA 19103  
(215) 563-5848

Shelly Yanoff, Executive Director  
shellyyanoff@pccy.org

<http://pccy.org>

The mission of Public Citizens for Children and Youth is to improve the lives and life chances of the region's children through thoughtful and informed advocacy.

**Women's Community Revitalization Project**

407 Fairmount Ave.  
Philadelphia, PA 19123  
(215) 627-5550

Nora Lichtash, Executive Director  
nlichtash@wcrpphila.com

<http://www.wcrpphila.com/>

The Women's Community Revitalization Project is committed to social and economic justice for low-income women and their families. WCRP develops housing and neighborhood facilities; provides supportive services; advocates for policy change and honors leadership, dignity and equity in its communities.

**Youth United for Change**

1910 N. Front Street  
Philadelphia, PA 19122  
(215) 423-9588

Andi Perez, Executive Director  
andi@yucyouth.org

<http://yucyouth.org/>

Youth United for Change is an organization dedicated to developing young leaders in Philadelphia and empowering them to improve the quality of education and services in their communities to better meet their needs. This is done through a process of institution-based community planning in which a diverse group of young people comes together to identify common concerns and takes collective action to address them.

## APPENDIX B

## Monetized Impacts and Return on Investment\*

DOLLAR VALUE	NO. OF DIRECT BENEFICIARIES	LENGTH OF CAMPAIGN
<p><b>IMPACT:</b> Increased personal care allowance for individuals living in personal care homes in Pennsylvania from \$60 to \$85 per month. Dollar value is calculated using increased amount (\$300 annually per person) for an estimated 10,000 residents over three years.</p> <p><b>ORGANIZATIONS:</b> Consumer Health Coalition, Pennsylvania Mental Health Consumers Association, Mental Health America and Three Rivers Center for Independent Living</p>		
\$9,000,000	10,000 residents of personal care homes statewide	2007-2009
<p><b>IMPACT:</b> Secured adoption of a new school funding formula statewide to address a \$4.6 billion gap in adequate funding for public schools. Dollar value only includes actual amounts appropriated for the first three years, through 2010.</p> <p><b>ORGANIZATIONS:</b> Pennsylvania Partnerships for Children, Good Schools Pennsylvania, Public Citizens for Children and Youth, Education and Policy Leadership Center, Education Law Center and Members of Pennsylvania School Funding Campaign</p>		
\$827,000,000	1.8 million K-12 public school students	2005-2009
<p><b>IMPACT:</b> Gained universal children's health insurance statewide through Cover All Kids and expansion of SCHIP reauthorization. Dollar value includes amounts of appropriation increases and projected increases through 2012.</p> <p><b>ORGANIZATIONS:</b> Pennsylvania Partnerships for Children, Public Citizens for Children and Youth, Pennsylvania Hospital Association, Pennsylvania Academy of Pediatrics and Cover All Kids coalition</p>		
\$183,100,000	133,590 uninsured children	2006-2007
<p><b>IMPACT:</b> Raised state minimum wage by \$2 per hour, from \$5.15 to \$7.15. Dollar value calculated using number of workers at or below minimum wage in 2004 and an estimated wage increase of \$3,000 annually from 2007 to 2012. This conservative estimate does not include wage bumps for 410,000 workers earning between \$5.15 and \$7.15 per hour.</p> <p><b>ORGANIZATIONS:</b> Philadelphia Unemployment Project, SEIU, Pennsylvania Council of Churches, Pennsylvania ACORN and Raise the Minimum Wage Coalition</p>		
\$1,602,000,000	89,000 minimum wage workers statewide	2005-2006

DOLLAR VALUE	NO. OF DIRECT BENEFICIARIES	LENGTH OF CAMPAIGN
<p><b>IMPACT:</b> Statewide passage of Pre-K Counts and childcare expansion. Dollar value includes actual appropriations through 2010 and projected appropriations through 2012.</p> <p><b>Organizations:</b> Pennsylvania Partnerships for Children, Public Citizens for Children and Youth and Pre-K Today coalition (1,600 members)</p>		
\$417,631,940	11,800 lower-income 3-4 year olds annually	2003-2007
<p><b>IMPACT:</b> Passage of rigorous high school graduation requirements and related funding to improve college and career readiness. Dollar value reflects actual appropriations through 2010.</p> <p><b>ORGANIZATIONS:</b> Pennsylvania Partnerships for Children, Pennsylvania Business Council and local Workforce Investment Boards</p>		
\$43,877,948	Approximately 600,000 public high school students annually	2005-2009
<p><b>IMPACT:</b> Passage of legislation creating a dedicated source of funding for the Philadelphia Housing Trust Fund for the preservation and creation of affordable housing. Dollar value includes actual amount allocated through 2010.</p> <p><b>ORGANIZATIONS:</b> Women’s Community Revitalization Project, Philadelphia Association of Community Development Corporations and members of Philadelphia’s Affordable Housing Coalition</p>		
\$57,450,000	4,082 lower-income families	2003-2005
<p><b>IMPACT:</b> Secured funding to build Creative and Performing Arts school as part of the Kensington Community Mandate.</p> <p><b>ORGANIZATIONS:</b> Youth United for Change</p>		
\$44,000,000	1,600 students attending the four new small schools	2002-2010
<p><b>\$ 3,175,929,346</b>  <b>\$ 26,086,613</b>  <b>\$ 122</b></p>	<p><b>Total monetized impacts</b>  <b>Total investment in advocacy and organizing</b>  <b>Return on Investment (ROI)</b></p>	
<p>* NCRP independently verified each impact. Detailed calculation methods are available upon request.  The “Organizations” field is not intended to provide a complete list of every organization or individual involved in achieving an impact. Additional stakeholders may have participated.</p>		

## APPENDIX C

## Non-monetized Impacts and Beneficiaries\*

CATEGORY AND/OR NUMBER OF DIRECT BENEFICIARIES	LENGTH OF CAMPAIGN
HEALTH	
<p><b>IMPACT:</b> Convinced state Board of Pharmacy to allow over-the-counter sale of hypodermic needles and syringes, previously only available by prescription, a measure that improves access to clean needles for intravenous drug users and reduces the spread of HIV/AIDS and Hepatitis C.</p> <p><b>ORGANIZATIONS:</b> AIDS Law Project of Pennsylvania, Pennsylvanians for the Deregulation of Syringe Sales, Prevention Point Pittsburgh, Southwest Pennsylvania AIDS Planning Commission, National Association of Social Workers and more than one dozen other coalition members.</p>	
More than 2,000 individuals using intravenous drugs	2007-2009
<p><b>IMPACT:</b> Convinced an administrative judge to rule that the state Medicaid program should pay for the liver transplant of a person with HIV, which the program had initially denied based solely on his HIV status. This case set the precedent for future legal action for other people with HIV in need of an organ transplant.</p> <p><b>ORGANIZATIONS:</b> AIDS Law Project of Pennsylvania and Lambda Legal Defense Fund</p>	
18,500 people living with HIV/AIDS in Pennsylvania	2004-2010
<p><b>IMPACT:</b> Convinced Allegheny County officials to break an existing food contract on the basis of providing inadequate nutrition for pregnant women and to adopt a new food contract that would provide sufficient nutrition for pregnant incarcerated women.</p> <p><b>ORGANIZATIONS:</b> Lydia's Place, Women and Girls Foundation and Allegheny County Jail Warden</p>	
60 women and infants annually	2006-2007
<p><b>IMPACT:</b> Prevented the passage of a state law that would have required the perpetrators of certain sex offenses to submit to HIV testing upon the request of the survivor. The bill would have contributed to the stigma of HIV by furthering the assumption that alleged sex offenders have the virus and would not have provided any additional protection to the survivors of the crime.</p> <p><b>ORGANIZATIONS:</b> AIDS Law Project of Pennsylvania, ACLU of Pennsylvania and Pennsylvania Coalition on Domestic Violence</p>	
18,500 people living with HIV/AIDS in Pennsylvania	2009

CATEGORY AND/OR NUMBER OF DIRECT BENEFICIARIES	LENGTH OF CAMPAIGN
<b>HEALTH (continued)</b>	
<p><b>IMPACT:</b> Convinced Pennsylvania State Board of Cosmetology to end its exclusion of people with HIV from licensure, which was in violation of state and federal disability law.</p> <p><b>ORGANIZATIONS:</b> AIDS Law Project of Pennsylvania</p>	
18,500 people living with HIV/AIDS in Pennsylvania	2007
<p><b>IMPACT:</b> Won protection for end-of-life medical care for persons with disabilities, ensuring equal access to life-sustaining treatment and patient involvement in medical decision-making.</p> <p><b>ORGANIZATIONS:</b> The Arc of PA, the Catholic Conference, Pennsylvania Bar Association and Pennsylvania Hospital Association</p>	
1.2 million people with disabilities in Pennsylvania	2003-2006
<b>CIVIL AND HUMAN RIGHTS</b>	
<p><b>IMPACT:</b> Prevented a change to the state HIV testing law that would have removed the requirement for informed consent, a change that would have decreased patient autonomy and removed people with HIV from involvement in their own medical decision-making.</p> <p><b>ORGANIZATIONS:</b> AIDS Law Project of Pennsylvania, Family Planning Council of Southeastern Pennsylvania and Women's Law Project</p>	
18,500 people living with HIV/AIDS in Pennsylvania	2008
<p><b>IMPACT:</b> Ended local sheriff's policy of shackling pregnant incarcerated women during childbirth at Allegheny County Jail.</p> <p><b>ORGANIZATIONS:</b> Lydia's Place, Women and Girls Foundation and Allegheny County Jail Warden</p>	
60 women and infants annually	2006
<p><b>IMPACT:</b> Enabled protective services laws providing recourse for vulnerable adults with disabilities between the ages of 18 and 59 who were at risk for abuse and neglect but not covered by existing protective services regulations.</p> <p><b>ORGANIZATIONS:</b> The Arc of Pennsylvania and more than 80 organizations supportive of the law</p>	
victims of 1,200 estimated reports of abuse and neglect annually	2003-2010

CATEGORY AND/OR NUMBER OF DIRECT BENEFICIARIES	LENGTH OF CAMPAIGN
<b>CIVIL AND HUMAN RIGHTS (continued)</b>	
<p><b>IMPACT:</b> Prevented the deportation of Philadelphiaian Jiang Xing after she had been hospitalized for a second-trimester miscarriage following inhumane treatment during a deportation attempt, including being denied adequate food and medical attention. This raised the broader issue of the need for humane immigration policy and awareness surrounding the inhumane nature of the criminalization of undocumented immigrants.</p> <p><b>ORGANIZATIONS:</b> Asian Americans United and Hoyu Association of Philadelphia</p>	
Pregnant or physically vulnerable immigrants at risk for deportation	2006-2007
<b>ENVIRONMENT AND LAND USE</b>	
<p><b>IMPACT:</b> Prevented Foxwoods Casino from moving from its originally planned site to a site in Chinatown, a change that would have introduced predatory gambling opportunities into a residential neighborhood.</p> <p><b>ORGANIZATIONS:</b> Asian Americans United, Chinese Christian Church, Philadelphia Development Corporation, No Casino in the Heart of Our City and Casino Free Philadelphia</p>	
3,000 residents of the Chinatown neighborhood in Philadelphia	2008-2009
<p><b>IMPACT:</b> Challenged petition for zoning special exception for a surface mine, which led to the denial of the permit – a first for the Fayette County Zoning Board.</p> <p><b>ORGANIZATIONS:</b> Mountain Watershed Association, Friends of Ohiopyle, Chestnut Ridge Trout Unlimited, Allegheny Trail Alliance, City of Connellsville, The Progress Fund and Fayette County Conservation District</p>	
150,000 rural residents	2007-2010
<p><b>IMPACT:</b> Successfully listed Laurel Hill Creek on American Rivers' Most Endangered River List, which contributed to the subsequent denial of a permit to withdraw water in that watershed.</p> <p><b>ORGANIZATIONS:</b> Mountain Watershed Association, Chestnut Ridge Trout Unlimited and American Rivers</p>	
2,500 rural residents	2008-2009
<p><b>IMPACT:</b> Challenged a permit application to create a deep mine in an area that had already been denied a permit in 1994, thus protecting delicate environmental resources including groundwater and fishing streams.</p> <p><b>ORGANIZATIONS:</b> Mountain Watershed Association</p>	
9,800 rural residents	2008-2009

CATEGORY AND/OR NUMBER OF DIRECT BENEFICIARIES	LENGTH OF CAMPAIGN
<b>ENVIRONMENT AND LAND USE (continued)</b>	
<p><b>IMPACT:</b> Convinced City of Philadelphia and Reading Company to clean up the vacant lot behind a neighborhood charter school and gained permission to turn the lot into a green space, providing students a place to learn about gardening and related science topics.</p> <p><b>ORGANIZATIONS:</b> Asian Americans United</p>	
450 students at FACTS Charter School	2008
<b>EDUCATION</b>	
<p><b>IMPACT:</b> Convinced the School District of Philadelphia to improve access to test preparation opportunities for all students and limit test preparation activities to elective courses or non-instructional hours.</p> <p><b>ORGANIZATIONS:</b> Youth United for Change</p>	
170,000 Public School Students in Philadelphia	2004-2006
<p><b>IMPACT:</b> Conducted a “Right to Organize” campaign, asserting the right of youth to organize in the School District of Philadelphia and win acknowledgment of that right from district officials.</p> <p><b>ORGANIZATIONS:</b> Youth United for Change and American Civil Liberties Union</p>	
170,000 Public School Students in Philadelphia	2006-2007
<p><b>IMPACT:</b> Advocated for revisions to state Special Education Regulations as part of two-year state review of policies, resulting in changes based on input and experiences of chapter members, including regulations regarding classroom restraint.</p> <p><b>ORGANIZATIONS:</b> The Arc of Pennsylvania</p>	
270,930 public education students enrolled in special education statewide	2006-2008
<p><b>IMPACT:</b> Secured passage of Ashley’s Law, state legislation allowing students with disabilities who have an individual education program (IEP) to participate in their high school graduation ceremonies with their classmates and receive a certificate of attendance. Students who continue their IEP can receive a diploma at a later date.</p> <p><b>ORGANIZATIONS:</b> The Arc of Pennsylvania</p>	
270,930 public education students enrolled in special education statewide	2006

CATEGORY AND/OR NUMBER OF DIRECT BENEFICIARIES	LENGTH OF CAMPAIGN
<b>EDUCATION (continued)</b>	
<p><b>IMPACT:</b> Increased local funding for School District of Philadelphia through transfer of real estate millage.</p> <p><b>ORGANIZATIONS:</b> Public Citizens for Children and Youth, Philadelphia Student Union and Philadelphia Youth Network</p>	
170,000 public school students in Philadelphia	2005-2007
<p><b>IMPACT:</b> Secured free public transportation to school for Philadelphia high school students.</p> <p><b>ORGANIZATIONS:</b> Public Citizens for Children and Youth, Youth United for Change, Philadelphia Student Union and Community Legal Services</p>	
25,000 public high school students in Philadelphia	2003-2007
<b>ECONOMIC SECURITY</b>	
<p><b>IMPACT:</b> Won a citywide plan in Philadelphia to allow lower-income homeowners facing a real estate tax sale of their properties to reduce their liability and make reasonable, income-based payments. This measure also required a bond insurer to offer similar plans to homeowners delinquent on taxes that the insurer had taken over.</p> <p><b>ORGANIZATIONS:</b> Philadelphia Unemployment Project and Community Legal Services</p>	
Low-income homeowners	2008
<p><b>IMPACT:</b> Facilitated the creation of the mandatory mortgage mediation program in Philadelphia, requiring due process for homeowners facing Sheriff's Sales of their homes to enter counseling with their lenders and attempt to reach an agreement to prevent foreclosure.</p> <p><b>ORGANIZATIONS:</b> Philadelphia Unemployment Project and Community Legal Services</p>	
1,200 working families have prevented Sheriff's Sales of their homes through the program	2008
<p><b>IMPACT:</b> Engage with state budget process on an annual basis to ensure preservation of programs, including services for people with disabilities and lower-income Pennsylvanians. The exact dollar value of this work cannot be calculated, but the organizations involved provide an invaluable platform for the state's marginalized communities to ensure that their voices are included in the budget process.</p> <p><b>ORGANIZATIONS:</b> Consumer Health Coalition, The Arc of Pennsylvania, Just Harvest and Pennsylvania Partnerships for Children</p>	
Vulnerable and marginalized communities across the state	Annually

CATEGORY AND/OR NUMBER OF DIRECT BENEFICIARIES	LENGTH OF CAMPAIGN
<b>ECONOMIC SECURITY (continued)</b>	
<p><b>IMPACT:</b> Successfully campaigned to convince the Allegheny County Health Department to re-open a WIC clinic in McKees Rocks, one of Pittsburgh’s lowest income neighborhoods, after the clinic had closed due to flood damage and remained closed due to budget issues.</p> <p><b>ORGANIZATIONS:</b> Just Harvest and Focus on Renewal</p>	
300 lower-income families enrolled in WIC at McKees Rocks	2005-2007
<p><b>IMPACT:</b> Facilitated improvements in Pennsylvania Department of Public Welfare customer relations, including voicemail for individual caseworkers and a new statewide call center.</p> <p><b>ORGANIZATIONS:</b> Just Harvest, Community Legal Services and DPW Income Maintenance Advisory Committee</p>	
260,000 food stamp and cash assistance households in Pennsylvania	2005-2010
<p>* <i>The Organizations field is not intended to provide a complete list of every organization or individual involved in achieving an impact. Additional stakeholders may have participated.</i></p>	



### NCRP STAFF

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# STRENGTHENING DEMOCRACY, INCREASING OPPORTUNITIES

## Impacts of Advocacy, Organizing and Civic Engagement in Pennsylvania

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*Funding advocacy and advocates is the most direct route to supporting enduring social change for the poor, the disenfranchised and the most vulnerable among us, including the youngest and oldest in our communities.*

—Gara LaMarche, President and CEO  
The Atlantic Philanthropies\*

The National Committee for Responsive Philanthropy (NCRP) aims to ensure that philanthropic institutions practice Philanthropy at Its Best® – philanthropy that serves the public good, supports nonprofit effectiveness and responds to those in our society with the least wealth, opportunity and power. NCRP believes that one of the most effective ways to address the needs of the disenfranchised is by providing support for advocacy, community organizing and civic engagement.

NCRP's *Criteria for Philanthropy at Its Best*, published in March 2009, challenges grantmakers to promote the American values of opportunity and inclusion by contributing to a strong, participatory democracy that engages all communities. One way they can accomplish that is by providing at least 25 percent of their grant dollars for advocacy, organizing and civic engagement. This aspirational goal is one of ten benchmarks in Criteria.

Many grantmakers invest in advocacy, organizing and civic engagement as a way to advance their missions and strengthen communities. A sizable number of foundations, however, have not seriously considered investing in these strategies, partly because they have difficulty measuring impact and fully understanding how effective these strategies can be. The Grantmaking for Community Impact Project (GCIP) addresses these concerns by highlighting the positive impact that communities have seen through funder-supported nonpartisan advocacy and organizing.

To provide foundations with useful information that can help them consider supporting these strategies at higher levels, each GCIP report documents impact and demonstrates how advocacy, community organizing and civic engagement result in community-wide benefits and can advance a foundation's mission. This report on Pennsylvania is the sixth in the series.

*Additional information is available online at [www.ncrp.org](http://www.ncrp.org).*

\* The Atlantic Philanthropies (2008). *Why Supporting Advocacy Makes Sense for Foundations*. Atlantic Reports, Investing in Change.

For information or copies of this report, or to join NCRP, please contact us at:  
1331 H Street NW, Suite 200 • Washington D.C. 20005  
Phone 202.387.9177 • Fax 202.332.5084 • E-mail: [info@ncrp.org](mailto:info@ncrp.org) • Web: [www.ncrp.org](http://www.ncrp.org)