

**Strategic Planning**

**Request for Proposals  
(RFP)**

**Lawrenceville Corporation & Lawrenceville United  
Joint Planning Committee**



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Issued: June 9, 2023

Deadline for Submissions: July 7, 2023

Return Completed Proposal to: [info@lawrencevillecorp.com](mailto:info@lawrencevillecorp.com)

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### Section I: Introduction

#### 1. Purpose

The purpose of this Request for Proposals (RFP) is to invite individuals experienced in strategic planning for non-profit organizations to submit proposals to the Lawrenceville Corporation and Lawrenceville United Joint Planning Committee (The Committee). LC and LU received funds from a foundation to fund the payment of a strategic planning consultant (The Consultant) to work with The Committee in the planning of the future of both organizations in their work in Lawrenceville.

#### 2. Overview of LC & LU History

Lawrenceville Corporation (LC) and Lawrenceville United (LU) were founded in the early 2000's to respond, in different ways, to serious challenges facing the three City neighborhoods that comprise Lawrenceville: decades of disinvestment, major crime, widespread vacancy and blight, lack of employment and educational opportunities, failing public infrastructure, and a lack of consensus on how to confront and prioritize these compounding issues.

As the organizations focused on carrying out their unique missions and matured, LC and LU came to see the value in each other's work and developed, step by step, year by year, an incredibly strong collaboration with clearly defined, distinct roles that intentionally complement each other. Out of this was born a working and constantly-evolving partnership that has led to tremendous outcomes within the community, the development of two high-capacity and respected organizations, and regional models for how to effectively confront neighborhood challenges and improve quality of life.

#### 3. Joint Planning Committee

The Committee has been created to guide LC and LU through this joint planning process and into their next chapter, with equity and inclusion at the forefront of all planning and implementation. While the Boards of the organization will be involved in the organization-specific strategic planning and decision-making, The Committee is representative of both organizations and the community at large to guide the collaborative planning work.

## **Section II: Goals**

1. Guide the The Committee in developing a collaborative 5-year strategic plan
2. Develop a more strategic alliance and a more effective and efficient CBO model and structure for the community
3. Develop a collaborative business/capitalization plan that will identify funding and related investments necessary to implement the 5-year strategic plan.

## **Section III: Scope of Work**

1. The Consultant will work with the Committee to meet the objectives outlined in the Readiness Grant Narrative Submission:

- a. Assess the timeline as outlined in the current plan.
- b. Work with The Committee to complete an internal and external scan of both LC and LU.
- c. Identify and define critical success factors for each organization by exploring relationships with community/constituencies, resources, program strategies, governance structures, and staff skills through data collection, review of de-bias assessments, and stakeholder interviews.
- d. Develop strategic issues and priorities to be addressed through the plan individually and for both organizations collaboratively.
- e. Assess the mission, vision, values for each organization and assess the alignment between organizations to develop and confirm a shared vision.
- f. Develop strategic goals and related programs/ services and costs for each organization for the next 5 years and identify shared goals, program/service/constituency overlap between LC and LU.
- g. Review the operating models of each organization to determine if existing models meet needs of strategic priorities and goals and if there is benefit to exploring new models
- h. Identify a CBO model for Lawrenceville that meets current and future needs of the neighborhood and enables the organizations to deliver programming and services identified as strategic priorities more efficiently and effectively and with long term sustainability including a potential merger of the organizations.
- i. Build an implementation plan into the 5-year strategic plan for the organizations that includes steps necessary to move the organizations to the new CBO model.
- j. Assess where there are opportunities to leverage funds and develop a funding strategy for the 5-year work plan in addition to a business and capitalization plan that fosters financial stability and organizational sustainability.
- k. Identify ways of how to support and empower organizational leaders and staff.

## **Section IV: Deliverables**

The Consultant will provide The Committee, LC and LU the following materials as well as any additional supporting plans:

1. Mid-term organizational analysis
2. 5-Year Strategic Plan
3. 5-Year Business/Capitalization Plan

## **Section V: Period of Performance & Budget**

1. The Consultant will work closely with The Committee, LC and LU to complete the work based on the following proposed schedule:
  - a. Expected start date: August 15, 2023
  - b. Expected end date: April 15, 2024
2. The Consultant will receive up to \$100,000 depending on scope and proposed schedule.

## **Section VI: Selection Process & Qualifications**

### **1. Selection Process**

The Committee will review each proposal submitted and select a proposal based on evaluation rubric.

### **2. Required Qualifications**

- a. Commitment to anti-oppression work, experience in conflict mediation and diversity, equity, and inclusion work as it relates to managing working groups and a commitment to inclusivity.
- b. Experience in stakeholder engagement with various groups, including local and state governments, nonprofits, community organizations, local businesses and constituents; includes engagement activities with local community organizations representing underrepresented groups.
- c. Experience in collecting and organizing information and data from stakeholders using surveys, phone interviews, in-person activations or other methods.
- d. Experience in organizing and facilitating workshops with diverse participants from different types of organizations (e.g., local and state governments, nonprofits, community organizations, local businesses and constituents) and technical expertise.
- e. Experience in reviewing technical reports, writing reports, and presenting information to both technical and nontechnical audiences.

### **3. Preferred Qualifications:**

- a. Preferred experience working with organizations and communities in the Pittsburgh region or cities/neighborhoods similar to Pittsburgh and/or Lawrenceville neighborhood.
- b. Preferred expertise in summarizing information in formats that lead to follow-up actions by organizations in planning and implementing strategic planning projects.

## **Section VII: Submission Requirements**

The consultant should submit the following as part of proposal:

1. Statement of Interest - Please state why you are interested in assisting Lawrenceville United and Lawrenceville Corporation with their strategic planning effort including why you are qualified to complete the project.
2. Timeline - Please outline your proposed timeline and schedule for meetings and deliverables.
3. List of past clients/projects - Please provide 2-3 samples of past projects of similar scope and size.
4. Budget - Please provide a budget broken down for each item in the above scope of work including additional fees/charges for possible add ons.
5. References - Please provide 3 references of past clients who can testify as to your expertise.

Please submit your proposal via email to [info@lawrencevillecorp.com](mailto:info@lawrencevillecorp.com).

**ADDENDUM:**  
**READINESS GRANT APPLICATION**  
**Narrative Submission**



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*In partnership with our "sister organization"*



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## **Issue Statement**

Lawrenceville Corporation (LC) and Lawrenceville United (LU) were founded in the early 2000's to respond, in different ways, to serious challenges facing the three City neighborhoods that comprise Lawrenceville: decades of disinvestment, major crime, widespread vacancy and blight, lack of employment and educational opportunities, failing public infrastructure, and a lack of consensus on how to confront and prioritize these compounding issues. Indeed, the very formation of the two community organizations is an illustration of this lack of consensus, as residents felt their interests and voices were being inadequately represented and addressed by the community development corporation, which was one factor that led to the creation of LU and its singular focus on the needs of residents.

If initial distrust was a factor in the formation of two separate non-profits, this organizational arrangement proved, in time, to be a highly effective way to confront the myriad issues challenging Lawrenceville. As the organizations focused on carrying out their unique missions and matured, LC and LU came to see the value in each other's work and developed, step by step, year by year, an incredibly strong collaboration with clearly defined, distinct roles that intentionally complement each other. Out of this was born a working and constantly-evolving partnership that has led to tremendous outcomes within the community, the development of two high-capacity and respected organizations, and regional models for how to effectively confront neighborhood challenges and improve quality of life.

### **Successes in Lawrenceville**

Almost every measure of community health has changed dramatically since LC and LU got started, and the work of each organization has been at the heart of those changes. The hands-on support and marketing of the business district led by LC has transformed Butler Street into a thriving, independently-owned business district and regional destination with the largest concentration of women-owned businesses in Western Pennsylvania. LC's land recycling efforts have reduced over 200 blighted properties and spurred economic growth. The grassroots organizing efforts of LU helped lead to a drop in total crime of over 60%; today, Lawrenceville is the safest neighborhood in its police zone and comes in well below the City's crime rate. Other work has helped to improve neighborhood public schools, address unemployment and Lawrenceville's one-time status as a food desert, and create strong systems of support for vulnerable residents. Nearly a dozen neighborhood plans have helped manage investment into the neighborhood, including major new job centers, while also implementing critical infrastructure for mobility, recreation, trees, and green spaces. And LC and LU's co-facilitated public "community process" has vetted and stewarded over 100 development projects and over 50 new liquor licenses, while still seeing a drop in nuisance bar-related crimes.

## **Confronting new challenges**

While many of the tools that LC and LU developed to affect these outcomes became regional models that have been institutionalized through policies like the City of Pittsburgh's Registered Community Organization (RCO) legislation, dramatic change in Lawrenceville has presented new issues for the community and the organizations. Lawrenceville is a place of much greater opportunity than when LC and LU were formed; yet need persists and many of the community members who did the hard work alongside our organizations to improve conditions in Lawrenceville (and who stand most to benefit from increasing opportunity) are at high risk of being excluded by the pace of change in Lawrenceville. Housing prices have exploded and are displacing our most marginalized residents, pushing them into less safe communities farther from jobs, transit, food, and support systems. This compounds on top of other, persistent equity issues for our neighbors with the highest rates of poverty: kids and older adults. For example, our older adult population, which has trended older since 2010 with a 40% increase in our population above 85 and an *increasing* rate of poverty, is at risk of being unseen and facing social isolation as the neighborhood's millennial and higher-income population has grown exponentially. And of course, the stakes of these issues have only been further exacerbated by the COVID-19 pandemic.

Having built organizations with a high amount of capacity, LC and LU have pivoted much of our organizations in short order to address these new challenges, developing new tools for affordable housing and doubling down on programs that center inclusion, equity, and justice for our most marginalized community members. Just as Lawrenceville was one of many neighborhoods facing the problems of long-time disinvestment, the challenges of gentrification and displacement are ones that much of our region is also grappling with and preparing for, and LC and LU's work to confront these issues has not only made a real difference in Lawrenceville, but has since been expanded and scaled to other communities. For example, LC's development of the first Community Land Trust in Western Pennsylvania has since spun off into its own 501c3 organization that is now serving 13 other neighborhoods and municipalities, while LU's campaign for mandatory inclusionary zoning has led to the first implementation of that policy in Pennsylvania outside of State College, an expansion to Bloomfield and Polish Hill (with Oakland and the Hill District in process), and a prominent campaign pledge by our new Mayor to expand it city-wide.

Consequently, in this rapidly shifting environment, our work remains important and relevant, not only to the ongoing needs of the Lawrenceville community, but also to the broader region as we continue to work at the center of strategies that will be needed in other communities on the brink of market change.

## **Planning for the future**

We have a lot going for our organizations: a track record of successful outcomes, deep ties to our community, a strong foundation of cross-organizational and cross-neighborhood partnership, healthy balance sheets/assets to leverage, and steady



leadership with two directors who each have over a decade of experience and relationships in Lawrenceville and the Pittsburgh community development ecosystem (not to mention over a decade of working directly with each other). However, we expect that our organizations will increasingly face more funding challenges in the long-term, as changing neighborhood demographics phase us out of eligibility for certain types of funding we have traditionally used, and as foundations and government entities (appropriately) prioritize investment in historically marginalized communities and neighborhoods with persistent quality of life challenges. Given this outlook and the recent history of peer organizations, the permanent sustainability of two staffed neighborhood groups for Lawrenceville faces some real obstacles and would, even in the most optimistic funding scenario for us, beg larger equity questions for the region.

The COVID-19 pandemic has made planning even more complicated and forced us to respond to territory that seems to shift on a daily basis, but its duration also teaches us the value of “stockpiling for resilience” for the long-term. In short, it’s critical that we plan for the future, now. After years of quickly pivoting our organizations to abrupt neighborhood change and then the coronavirus pandemic, this is the appropriate time to do it, while we are in Year 3 of 6 of a Neighborhood Partnership Program, our largest source of operational funding. The benefits of a 3-5 year strategic plan are widely understood and embraced by non-profits in the best of times, but all the more relevant now given rapid economic change, the pandemic, and our future funding outlook.

### **Embracing the transformative power of cooperation**

LC and LU’s history together has demonstrated the value and effectiveness of cooperation, partnership, and coordination, and we feel strongly that joint strategic and business planning is not just a prudent response to our reality. Most importantly, it’s an opportunity to consider how we can best position ourselves to deliver on our missions to meet the ongoing, serious needs of the Lawrenceville community into the future. On a simply practical level, we know already from internal analyses that there’s probably at least \$20,000 in duplicative administrative costs that could be achieved by reducing operational redundancies (e.g. copy machine leases, phone systems, etc.). Less mundane, sharing an office could provide stronger collaborations and could grant more informal opportunities to de-silo our programs across the organizations in ways that ultimately give multiple benefits to the community. More broadly, LC and LU will emerge with a clear focus, a sense of joint purpose and agreed-upon priorities, consensus on strategies, a basis for measuring progress and impact, a genuine exploration of viable organizational structures, and an ongoing fundraising and capitalization plan that can be followed to achieve sustainability.

Moreover, we have the opportunity to manage our own community organizations’ change while also being accountable to and benefitting the regional community development ecosystem. We know that in time other communities will follow similar economic trends to what Lawrenceville is experiencing now, and we can be intentional about sharing lessons learned from this and our 40+ years of practice. We also expect that the joint planning process itself will be useful for providing a model to other neighborhoods for how to navigate the organizational development realities of multiple

community organizations in a changing landscape.

### **A strong history to build from**

LC and LU's shared history teaches us that partnerships move at the speed of trust. Exploring consolidation or restructuring will be a highly sensitive conversation when the

stakes to the community are high, there's so much history to our relationship, and so many community members have invested so much into our organizations and their work for so long. Luckily, LC and LU won't be developing this from scratch and we've laid a strong foundation of real structures, policies, and measures that have built trust and formed a concrete partnership. Some examples include:

- MOU's to clearly define roles and responsibilities of each organization
- Long history of representation on each other's Board of Directors and committees
- Joint fundraising and sharing of funds through multiple 6-year NPP awards, as well as many other grant cycles
- Successful shared staffing of a Finance Manager through the Community Benefit Organization (CBO) Collaborative for several years, as well as an Operating Agreement to delegate management tasks
- Including each other in hiring processes for non-shared staffing
- Multi-year co-facilitation of community meetings and neighborhood-facing planning and development projects
- Joint staff and Board trainings around issues like Bystander Intervention
- Co-creation of new programs like the Neighbors in Need Program

These internal systems and infrastructure provide a real backbone to work from. Additionally, never before in our history has there been more alignment between LC and LU's mission, vision, and values of the organizations, so the timing is right all-around to pursue this joint planning process. That said, we know it will need to be managed extremely carefully, which is why professional and experienced consultants will be critical to lead us through the process and help us avoid possible pitfalls. Planning that focuses on a period of 3+ years, and contemplates big decisions and changes relative to organizational alignments and mergers, and the potential reinvestment in or disposition of significant real estate assets requires an organized, serious effort which takes time and energy, so as part of this request we are deliberately planning for:

- Community engagement: community engagement is fundamental to each of our organizations and we both have a big membership. It will be important that we are transparent with the neighborhood and strategically include our community stakeholders in this planning process and center our most marginalized community members.
- Buy-in of leadership: we know that any successful joint planning process will need strong buy-in of the leadership, staff, and Boards of each organization to both plan individually and jointly.
- Capacity-building: in order to engage in joint planning, we know our organizations need to have a common language and framework to discuss our values and the most pressing issues of equity and identity, which is why investing in parallel and

joint training will be important.

- Sustainability: in order to be effective, we have to be realistic about our future capacity and prioritize our work with that in mind, which is why conducting a business plan will be critical to understanding funding trends, opportunities for efficiencies and earned revenue, and what changes we need to make now to be prepared for the sunsetting of some traditional sources of funds.

Through this request, LC and LU are committed to creating space for the organization's Board, staff, members, and partners to come together to tackle complex challenges, to strengthen the Lawrenceville community and the regional community development ecosystem, and to achieve greater results.

After decades of work, and 2.5 years of responding to national and local crises and significant development and demographic shifts, it's time to get excited about the future of LC/LU and the future of our neighborhood!

### **Implementation**

**LC and LU are approaching this project with the overall goal of achieving sustainability.**

Our work will require an approach that emphasizes the development of trust and partnerships among a network of community practitioners and stakeholders who will inform, lead, and support LC and LU into our next chapter. Despite significant collaboration and having developed dozens of community plans together, the organizations have never collaboratively planned for the future of their own organizations. The programs and beneficiaries of LC and LU have large overlap, and we recognize that we must at least explore strategic alignment as responsible community stewards. As we enter Year 3 of a 6-year NPP, we want to explore these questions now thoughtfully and on our own terms.

We recognize that it's imperative to have strategic goals and a plan to guide organizational efforts, especially while working in an ever-changing community and within the ever-changing community development system in Pittsburgh. LC and LU are planning a series of activities and outcomes that build upon each other to ultimately transform our organizations, with the assumption that while there are a range of possible options, some form of restructuring or consolidation between the two organizations is likely in the best interest of the community and necessary for long-term sustainability. We recognize that the process will be iterative and somewhat flexible as we engage consultants who may identify additional activities we should include, or expand upon, to ensure the planning is comprehensive, inclusive, informed, and considerate of best practices and regional trends. As community-based organizations, we believe in process and we do not want to jump ahead in prescribing what we think our goals are before going through the necessary steps and activities as part of the process that will inform our goals and the shared plan for the future. For there to be real community ownership of this plan and direction, the goals need to be informed by the coalition of leaders that we engage, build, and convene through the process. Some goals, especially those related to LC and LU's future together, will emerge through, or will be confirmed by, that inclusive, robust, and iterative process.

**Goal #1:** Build a community of leaders ready and equipped to guide LC and LU through this joint planning process and into their next chapter, with equity and inclusion at the forefront of all planning and implementation.

**Description:** All successful relationships are built on trust. LC and LU's work has benefitted from the leadership of both organizations building and nurturing strong partnerships and relationships over decades built on respect. We know that we can only move at the speed of trust as part of this process. Strategic planning can be hard for any one organization to manage internally, and trust is all the more important as we consider developing a joint strategic plan between LC and LU, especially when it comes to involving two Boards and membership groups. We firmly believe that there needs to be shared understanding and ownership within the community for this plan to ensure success in implementation. While the Boards of the organization will be involved in the organization-specific strategic planning and decision-making, we will also convene a coalition representative of both organizations and the community at large to guide the collaborative planning work. LC and LU will work with consultants to develop parallel and joint training that builds the capacity to have challenging and complex conversations and that helps develop clarity around organizational and shared values, a common vocabulary and framework based in equity and anti-oppression, and a strong foundation of relationships within and between our organizations to carry us through the strategic planning process.

**Objectives:**

1. Establish a Joint Planning Committee of LC and LU Board, staff, members, and community stakeholders to collaboratively guide and oversee the project with a focus on equity.

**Activities:**

- a. Q1: LC and LU will identify representatives from staff, Board, and membership to comprise the Joint Planning Committee. Representation of marginalized groups will be prioritized in the composition of the Joint Planning Committee in order to center equity goals and provide meaningful opportunities for leadership from historically underrepresented populations.
  - b. Q1: In order to concretely support leadership development among historically underrepresented groups within the Joint Planning Committee and the broader organizations, LC and LU will offer paid coaching through Just Collaboration to those who wish to participate.
  - c. Q1: Joint Planning Committee will draft and confirm the goals and scope of the project.
  - d. Q1-Q4: Joint Planning Committee will minimally meet once per month throughout the project.
  - e. Q1-Q4: Joint Planning Committee will minimally provide written monthly reports to the full Boards of each organization about progress of the project.
2. Complete live assessment of organizational structures, policies, and processes to build an "equity scorecard" for the organizations identifying biases and exclusionary systems present within LC and LU using objective criteria.

**Activities:**

- a. Q1: LC/LU will formally engage de-bias through an agreement passed individually by the Boards of each organization.
  - b. Q1: LC/LU will work with de-bias to compile, review, and assess documents, data, community surveys, and one-on-one interviews with Board of Directors, staff, members, and community stakeholders to complete an assessment of the current state of the individual organizations. De-bias platform will provide the organizations an equity score based on this data.
  - c. Q1-4: Results of an anonymized crowdsourced survey, with equity rating, will be carried live on the de-bias platform to continuously monitor change in real time through the impact and experiences of historically excluded community members.
3. Develop buy-in with the community for the project and engage the community around trends/priorities in the neighborhood and the community organizations, and the major issues confronting them.

**Activities:**

- a. Q1: Host community meeting to publicly launch the project within the community and release Lawrenceville Neighborhood Metric Report that shows current State of Lawrenceville, emerging trends related to demographics, displacement, economics, as well as current work plans of LC/LU and trends impacting the community organizations.
  - b. Q1-4: Develop, share, update public landing page for Neighborhood Metrics Report and for updates on joint planning process.
4. Develop common understanding and capacity at LC and LU for anti-oppression framework/vocabulary through parallel organizational trainings.

**Activities:**

- a. Q1: LC and LU will each work in parallel with Just Collaboration to complete anti-oppression trainings with staff and Board of Directors.
5. Identify any additional training / capacity-building needs at each organization in order to have a common language and grounding in key skills related to conflict mediation, diversity, equity, and inclusion.

**Activities:**

- a. Q1: LC and LU to compile and share list of trainings and professional development and skills-building work undertaken by the organizations since 2015 with Just Collaboration and de-bias.
- b. Q2: Based on trainings to date and assessments completed, de-bias and Just Collaboration to recommend any additional trainings needed to set organizations up for success in joint planning process.
- c. Q2-3: LC and LU to complete any additionally recommended trainings either in parallel or jointly, based on recommendations.

**Outcomes:**

- 1. Joint Planning Committee will report feeling ready to lead the organizations through the planning process and further into implementation.
- 2. Representation and active participation will improve among historically marginalized groups in positions of organizational leadership at LC and LU.
- 3.

Community members will report a greater understanding of the state of the neighborhood, past and present work plans of the organizations, and joint planning project.

4. LC and LU teams will report a greater understanding and skills around shared framework/vocabulary of anti-oppression and equity.
5. LC and LU will have a roadmap moving forward to improve existing organizational policies and processes as it relates to equity.

## **Goal #2: Develop a collaborative 5-year strategic plan**

**Description:** As part of the planning process, LC and LU will work with a consultant team and a coalition of organizational representatives and stakeholders to develop a collaborative strategic plan that will assess the current priority business lines, driving forces and emerging trends, work plans, roles, partnerships, and organizational structures for LC and LU. Through this work, the organizations will also document their histories which when paired with demographic shifts and trends can serve as a guide or a cautionary tale for other communities who are confronting similar opportunities and challenges as Lawrenceville has. Both organizations (and the world) have gone through significant transition over the past 5 years and since any previous strategic planning efforts were completed. This work will include an exploration of LC and LU organizational alignment. The mission/vision/values of the organizations are already aligned but through this process, the organizations will identify the ongoing needs of the Lawrenceville community into the future and organizational models that can meet those needs.

## **Objectives**

1. The Joint Planning Committee will hire a strategic planning consultant to lead the organizations through parallel and joint strategic planning.

### **Activities:**

- a. Q1: The Joint Planning Committee will draft and release a Request For Proposals (RFP) for a strategic planning consultant.
- b. Q1: LC and LU will develop organizational histories and timelines for the individual organizations.
- c. Q1: The Joint Planning Committee will create a rubric and select a strategic planning consultant
- d. Q1: The Joint Planning Committee will develop a scope of work with the strategic planning consultant.:

2. LU and LC will develop organizational histories and timelines for the individual organizations to share timeline of all the work, investment, and milestones over the course of their tenure.

### **Activities:**

- a. Q1: The Joint Planning Committee will create a document to capture the history, key achievements and lessons learned for each organization.

3. LC and LU will complete an Environmental Scan (SWOT analysis for LC and LU)

### **Activities:**

- a. Q1-2: Work with strategic planning consultant to complete and internal scan of both LC and LU:
  - i. Complete review of current organizational performance in terms of financial and human resources (inputs), operating methods or strategies (processes), and results (outputs) for each organization by reviewing annual work plans, budgets, and reports.

- ii. Complete a series of Member/ community stakeholder surveys and interviews for each organization to understand how community members view each organization.
  - b. Q1-2: Work with the strategic planning consultant to complete an external scan:
    - i. Complete data collection, review, and assessment of the populations served by Lawrenceville Corporation and Lawrenceville United, including demographics. Determine the needs of the community, specifically the current and potential beneficiaries of the organizations' programs, services, and advocacy.
    - ii. Complete review and assessment of trends in the broader community: political, economic, implications of changing policies and programs impacting the population served or the organization itself.
    - iii. Consider opportunities and challenges related to resources and funding/ support systems for each organization.
    - iv. Review actual and potential collaborators or competitors including other organizations that serve Lawrenceville, may offer duplicative programming regionally or elsewhere that could meet needs of Lawrenceville, or may seek funds from the same funding sources (public or private)
  - c. Q1-2: Identify and define critical success factors for each organization by exploring relationships with community/ constituencies, resources, program strategies, governance structures, and staff skills through data collection, review of de-bias assessments, and stakeholder interviews.
- 4. Develop strategic issues and priorities to be addressed through plan individually and for both organizations collaboratively.

**Activities:**

- a. Q2: Board and staff of each organization will work in parallel with strategic planning consultant to identify strategic issues from environmental scan by evaluating the benefits of addressing each and the negative consequences of not addressing each. Issues will be prioritized based on relevancy, timing, feasibility, costs.
  - b. Q2: Board and staff of each organization will work with strategic planning consultant to align strategic issues with external scan to identify priorities.
  - c. Q2: The strategic issues/ goals and their prioritization, in addition to the constituencies served will be mapped by the consultant to show possible alignment/ overlap between LC/LU.
- 5. Update and/ or confirm Mission/ Vision/ Values for each organization and assess the alignment between organizations to develop and confirm a shared vision. **Activities:**
  - a. Q2: Board and staff of each organization will work individually in parallel with strategic planning consultant to review current Vision/ Mission/ Values statements while reviewing the strategic issues and the emerging trends to determine whether core statements need to be updated. Both LC and LU recently reviewed these and updated these separately (LC in 2018, LU in 2020).
  - b. Q2: Joint Planning Committee will meet with the consultant to review the

Vision statements and Values for the two organizations to explore and discuss alignment and any possible disparities.

6. Develop strategic goals and related programs/ services and costs for each organization for the next 5 years and identify shared goals, program/service/constituency overlap between LC and LU

**Activities:**

- a. Q2-3: Through joint strategic planning sessions with the strategic planning consultants, LC and LU will work to collaboratively prioritize the strategic goals across both organizations.

7. Review the operating models of each organization to determine if existing models meet needs of strategic priorities and goals and if there is benefit to exploring new models

**Activities:**

- a. Q2-3: Organizations will complete a self-assessment, with community input, on whether current operating models are meeting strategic priorities, and where gaps may exist, and possible alternatives.

**Outcomes:**

1. Each organization will have completed, shared, and compared with the other a historic timeline, SWOT analysis, strategic priorities, revised mission/vision/values statements, and operating models.

**Goal #3: Develop a more strategic alliance and a more effective and efficient CBO model and structure for the community.**

**Description:** Conventional thinking holds that nonprofit mergers and other legal partnerships are reactive and driven by desperation or a struggle for survival. “Mergers,” or the several paths that can bring organizations to being legally unified, can also serve as a viable strategy to building healthy, stronger, and more effective and efficient organizations with clear identities, shared assets, and reduced overhead. Lawrenceville Corporation and Lawrenceville United have already successfully embraced strategic partnerships that serve as alternatives, or a precursor, to more formal unification, including:

- Cooperation: LC and LU have shared information regarding lessons learned, best practices, pending legislation, funding opportunities, and have established more formal partnerships to share funding and to develop shared work plans as part of that funding.
- Collaboration: LC and LU have collaborated to strengthen programming, including Lawrenceville’s Community-Development Review Process, countless community planning projects, community events, and more.
- Joint venture corporations: While different, Lawrenceville Corporation has successfully managed a division of assets and programming as part of the formation of a new organization to offer additional programs and services and to expand the reach of successful LC programs: City of Bridges Community Land Trust.
- Administrative consolidation: LC and LU share a part-time Finance Manager as part of the CBO Collaborative. LC and LU also share funding and manage shared programming.

Given the success that LC and LU have experienced with previous and current collaboration and



partnerships, we are committed to exploring and pursuing a CBO model that will most enable LC and LU to meet the needs and goals identified in our strategic plan. While a complete merger may not ultimately be selected as the ideal model, LC and LU are committed to exploring all possibilities. Those possibilities include: expanded contractual relationships between the organizations where organizations might share space, staff, and other administrative functions; a strategic alliance where the organizations may remain independent but have overlapping boards or shared staff, complementary programming, joint planning and work plans; and parent/subsidiary relationships or complete mergers. LC and LU are committed to fully embracing the model that enables the organizations to achieve greater impact and to meet the community's most critical needs.

**Objectives:**

1. Identify a CBO model for Lawrenceville that meets current and future needs of the neighborhood and enables the organizations to deliver programming and services identified as strategic priorities more efficiently and effectively and with long term sustainability.

**Activities:**

- a. Q3: LC and LU will work with the strategic planning consultant to review constituencies, services/ programs, and funding overlaps to determine if the level of redundancy and duplication warrants exploration of new models.
  - b. Q3: LC and LU will review potential partnership/ models that best fit the strategic issues and needs of the organizations.
  - c. Q3: LC and LU will work with the strategic planning consultant and Financial Management Staff to complete a cost benefit analysis relative to the potential organizational models.
  - d. Q3: Strategic planning consultant will make recommendations to LC and LU on a CBO model that offers the most benefit to the community, along with alternatives.
  - e. Q3: LC and LU will hold a community-wide meeting to report out to the community on the strategic plan, priorities, goals, and the plans for CBO model evolution.
  - f. Q3: LC and LU will collect community feedback that will inform the strategic plan and the implementation plan.
2. Build an implementation plan into the 5-year strategic plan for the organizations that includes steps necessary to move the organizations to the new CBO model.

**Activities:**

- a. Q3-4: LC and LU will work with the consultant team to map out a 5-year plan that guides the organization through the steps necessary to realizing the new model, complete with potential legal processes and operational changes necessary, and costs necessary.
- b. Q3-4: LC and LU will finalize the strategic plan with the addition of the CBO model selection and implementation outlined.
- c. Q4: LC and LU will present the strategic plans to Boards for approval and adoption.

**Outcomes:**

1. A community-supported strategic plan and model for the future of LC,LU and Lawrenceville with clear 3-5 year implementation plan.

**Outputs:**

1. Cost-benefit analysis and service-delivery assessment
2. An identified CBO model and a corresponding implementation plan
3. A community-wide meeting and general community support and consensus for the plan and model.

**Goal #4: Develop a collaborative business/ capitalization plan that will identify funding and related investments necessary to implementing the 5-year strategic plan.**

**Description:** With strategic goals and an operating model identified that will ensure the effectiveness, efficiency, and sustainability of the organizations' work in meeting those goals, LC and LU will develop a business and capitalization plan to chart a path to sustainable organizational growth and management. This plan will determine what strategic investments the organizations can make now and moving forward to create revenue streams that allow funding flexibility for, and sustainability of, necessary projects and programs. The plan will also guide decisions made related to capital assets and projects, including significant real estate assets owned and managed by the organizations and healthy reserve funds for each organization.

With a new operating model identified in the strategic plan for LC and LU, the organizations will explore options for establishing resources that allow the organizations to implement the plan while also enabling them to adjust as scenarios develop, while keeping focused on long-term impacts, returns, and sustainability. LC and LU, with support from the Consultant team, will explore and model options for future revenue generation and outline what short-term investments are needed as well as the level of confidence and timeline for return. LC and LU will explore Leveraging current balance sheet strength that could result in long-term payoff and sustainable funding. We will engage other partners as needed to make sure that results of other assessments and plans are integrated into the capitalization plan.

The capitalization plan will serve as a roadmap for ensuring the organizations have the cash and other assets it needs to manage risk and pursue opportunity as they evolve and align, and to make critical decisions regarding existing assets.

**Objectives**

1. LC and LU will assess where there are opportunities to leverage funds.

**Activities:**

- a. LC and LU will work with the strategic planning consultant to:
  - i. Q2: Establish workplan and timeline.
  - ii. Q2: Review background documents, organizational budgets and financial health, and meet to review assumptions.
  - iii. Q2: Map what has been developed to assess where there are openings and opportunities to leverage additional funds based on

the strategic plan.

- iv. Q3: Outline near-term and long-term financial capacity the organizations/ new model needs to successfully implement the strategic plan.
  - v. Q4: Develop funding strategy for current 5-year strategic plan.
  - vi. Q4: Develop recommendations related to navigating constraints from institutional, public, and corporate funders and pair the 5-year strategic plan with a related funding strategy and timeline for establishing and defining the trajectory for these funding sources.
  - vii. Q4: Outline what consolidating or streamlining duplicate efforts across organizations and operationalizing what this will mean in terms of shifting internal capacity, resources, and funding to meet the new CBO model.
2. LC and LU will develop a funding strategy for the 5-year work plan in addition to a business and capitalization plan that fosters financial stability and organizational sustainability.

**Activities:**

- a. LC and LU will work with the strategic planning consultant to:
  - i. Q2: Model options for future revenue generation and outline what short term investments are needed with what level of confidence and when organizations would see the return.
  - ii. Q3: Meet with Board, consultant team, and staff to vet ideas.
  - iii. Q3: Consider how to leverage current balance sheet strength that the organizations/ new CBO model have that could result in long-term payoff and sustainable funding, including LC and LU reserve funds and real estate assets: Ice House Studios, Blackbird Lofts. Develop clear recommendations for investments and decisions to be made relative to existing assets with organizational goals in mind.
  - iv. Q4: Coordinate with other professionals as needed to provide key decision making information to make sure results of other assessments are integrated into the Capitalization Plan.
  - v. Q4: Develop a business model and plan for the new CBO model , including what this means to shifting internal capacity and program needs and associated funding.
  - vi. Q4: Complete final document.

**Outcomes:**

- 1. A CBO model with a sound financial and business plan and long-term organizational stability.

**Outputs:**

- 1. Assessment of financial health, capacity and opportunities for leveraging funding.
- 2. Assessment of existing and future funding sources, options, climate.
- 3. 5-year funding strategy that supports the evolution of LC and LU into the new model and includes future revenue generation methods and investments/ divestments to be made over time.
- 4. Business and capitalization plan related to strategic plan but also to critical decisions made related to balance sheet, reserve funds, real estate assets.

**Measuring Success:**

We recognize that this project, the development of a joint strategic plan and corresponding business plan, will require significant investment of funds, time, energy, and human and social capital for LC, LU, our community, and our funders. We also know that we may only get one real shot at doing this the right way and we want this to be a success. We know what questions we need to answer, how, and when, and are committed to integrating processes and systems throughout the project to ensure we are meeting the originally outlined goals and objectives. As we develop the scopes of work for the consultants who will work with us on the strategic plan and the business plan, they will be designed to include regular reporting and check-ins in addition to outlining specific outputs, deliverables, and timelines. Communication and flexibility will be key, and we will approach those consulting relationships with those at the forefront. The scopes will be revisited and reviewed regularly. While we will meet regularly with the consultants, we will establish specific quarterly meetings where the schedule of meetings, objectives, outputs, outcomes, and deliverables are reviewed with the timeline for the next quarter and reviewed within the larger scope. LC and LU leadership have significant experience in managing consultants and strategic planning processes. The Joint Planning Committee will be reporting monthly to the full Boards on the project, in addition to the Board being directly involved in aspects of the project. Throughout this process, we will ensure that we are “moving at the speed of trust” by surveying Board, staff, and members about their understanding of the process and their confidence in it. This will allow us to monitor and make adjustments in real time.

Board, membership, and broader community engagement throughout the process will help to ensure success of the project. By engaging the community at specific touch points throughout the process, we are increasing accountability for the organizations to meet goals and objectives. Similar to the process with our Board and staff, we will use surveys to get qualitative and quantitative data on how the project is being perceived, so that we can again make adjustments in real time. The Joint Planning Committee established to oversee the project and the capitalization/ business plan will also play a role in measuring the success of the project. This strategic engagement and involvement also ensures that the project and plan live beyond the tenure of any one Board or staff member.

As with all of our programs and projects, LC and LU will build strategic performance measurement into the strategic plan/ business plan and in the corresponding work plans themselves. As we confirm priorities and issues to tackle as organizations, we will identify the metrics and indicators that we will measure quarterly and annually as part of our work to ensure we are meeting goals and objectives of the organization and moving Lawrenceville closer to our shared vision for the community. As we move through necessary steps of implementing the plan, especially the evolution of LC and LU to a new model, we know that there will be many steps and processes, and it will be imperative that we are carefully tracking and documenting our progress, not only for transparency and accountability in a complex internal process, but also to serve as a blueprint for other communities to follow who may in the future want to undergo a similar planning process.

**People**

LC and LU are in a very unique position to embark on this planning process, and are able to do

so with great confidence, because of the current personnel in place at each organization. During a time when many community-based organizations are experiencing significant staff and board transition, LC and LU are working with a Board and Staff that are more closely aligned and deeply connected to the community than ever.

Both Executive Directors at LC and LU have been working together and in Lawrenceville for over a decade. LC's Executive Director, Lauren Connelly - a longtime resident of Lawrenceville - has been E.D. since 2019, served on LC's Board since 2010, and served as the E.D. of LU from 2010-2016. Given her history with both organizations, and experience garnered by working with non-profit organizations throughout the City of Pittsburgh and Allegheny County in other professional capacities, she brings deep understanding of the work of the organizations and CBOs in general, the significant change experienced and emerging needs in Lawrenceville, and the current and anticipated shifts within the local community development system. Lauren has also been a part of similar strategic planning projects (East End Partnership, Big Rethink) and brings lessons learned related to when and how intentional and strategic partnerships make sense. Despite challenges brought by significant organizational transition (division of staff and assets as part of the creation of City of Bridges CLT) and COVID, LC has built an incredible team of community development practitioners now working to implement LC's vision and work plan. Emily Persico, LC's Community Development Manager, holds a Master's Degree in Planning from Yale University and is already managing joint programming related to community planning and community development review with LU. Dave Breingan actually participated in the interviews for LC's new Community Development Manager and helped with selection as we knew this staff member would be working on many joint programs for LC and LU. Emily is spearheading a Neighborhood Metrics Report that is documenting the changes, shifts, and emerging trends over the past decade and across various indicators in Lawrenceville that can be used to inform this project. Sarah Trbovic, also a planner by training, joined LC in 2021 as our Operations Manager. Sarah brings decades of experience in planning, operations, project, and financial management. Sarah is managing our real estate assets and LC organizational operations. Most recently, Sarah worked at the Midwife Center and managed that organization through significant growth and transition. Sarah's work and abilities will be key to establishing the strategic plan and also building out an operational and capitalization plan that works for the new model. Abi Gildea came to Lawrenceville Corporation by way of the very successful Bloomfield Saturday Market. Abi is managing Membership, Communications, and Business District Programming and Events for the organization. Abi's ability to build relationships of trust and to enlist the participation of those partners has already yielded incredible outcomes related to membership and programming and her work in stewarding communications and outreach around this process will be key.

This past year, LC launched an updated and improved Board recruitment and selection process that has resulted in building a Board with greater diversity in skills, lived experience, perspective, and demographics. LC has a Board of 16 Members, with 5 of those Members joining as new Members in June, 2022. The Board is now comprised of ½ residents and ½ local business owners or representatives from institutional partners and organizations. They include architects, lawyers, planners, marketing professionals, small business owners, parents, local government professionals, and climate advocates. LC still has one Member who has been involved with organization since its early iterations in the 1980's, and while that Member is able to share important institutional knowledge and history, the Board worked intentionally over the last 1.5 years to build a Board that is more directly connected and representative of the needs of the

organization today. LC will identify 2-3 Members of the Board who will serve as part of the joint leadership coalition. LC does share a Board Member with LU and we can anticipate that shared Member serving on the committee.

Dave Breingan, LU's E.D., started with the organization in 2010 and has performed a number of different functions for the organization, from summer camp counselor, to youth program consultant, to community organizer, until taking on the role of ED in 2016. Through his tenure at LU, he has been especially involved with the Somali Bantu community of Lawrenceville, single moms of school-age children, and other marginalized residents. In his six years as director, he has helped to retool the organization to center equity in all of LU's work, working through a strategic planning process that led to new mission/vision/values statements, a high-performing Equity & Inclusion Committee, dramatic improvement in the diversity of LU's Board and staff, as well as the development new programs to support vulnerable residents and lead campaigns around school improvement and affordable housing. He has lived in the Lawrenceville neighborhood for the vast majority of the time between 2009 and today.

Lawrenceville United's Board of Directors is comprised entirely of current and former Lawrenceville residents (LU's by-laws were amended in 2018 to permit people who have been displaced from the neighborhood to serve on the Board), and elected each year through an open and democratic process with our 800+ members, who have real authority over the governance of the organization by electing the Board this way annually.

Aurora Smith is the Shared Finance Manager between LU and LC, along with Bloomfield Development Corporation and New Sun Rising. She has 20 years of experience working in a variety of financial and management positions with increasing responsibility, including budgeting and forecasting a \$2M annual budget with six sub-programs. Before coming to the "CBO Collaborative" in this shared role, she served as the Director of Finance & Operations at Focus on Renewal for 10 years, where she was intimately involved in supporting the organization to weather leadership transitions and multiple strategic planning phases.

In addition to Aurora and Dave, Lawrenceville United currently has a talented and diverse staff of 5 who work on a variety of direct services and programs ranging from operating the Lawrenceville Farmers Market, providing case management to vulnerable residents, and implementing community plans around green spaces.

## **Partners**

As small organizations, LC and LU are able to deliver on many outcomes because of strong partnerships with other organizations. LC and LU have never been interested in taking on programs or services where there are already other expert, established, and capable organizations doing that work, we've focused on identifying strategic partnerships and collaborations. We anticipate a number of our partners participating in this process in some way, some as service providers, some as future strategic partners based on the updated strategic priorities and plan:

- A portion of LC and LU Staff time will be covered by NPP Funding that is made possible by 5 corporate funders: UPMC Health Plan, Duquesne Light, First National Bank, Standard Bank, Wes Banco, and PA DCED. These partners also support the organization with data, sponsorships, and other in-kind support.

- LC and LU have already identified consultants who have begun capacity-building work with our organization and those include:
  - de-bias: provides change management services to assist organizations in complex problem resolution by assessing organizational change, through a race, gender, and equity lens. De-bias has developed a platform and program as a way of doing this work and will be working with LC and LU to assess current processes, policies, systems which will help each organization to understand where they are in this work, but will also identify discrepancies between the two organizations that will need to be addressed as we pursue alignment.
  - Just Collaboration (Mary Parker): a certified professional coach and globally trained dialogue/workshop facilitators, Just Collaboration has been part of strategic planning efforts with LU dating as far back as 2017, and is a former Lawrenceville resident herself. Her work focuses on trainings and coaching for organizations from an anti-oppression framework and anti-racism especially.
- LC and LU are working on a number of projects and as part of the strategic plan, the organizations anticipate assessing and exploring whether there are business lines or program areas that could or should live with other partner organizations, those might include:
  - City of Bridges Community Land Trust (COBCLT)- As LC contemplates future work related to property acquisition and redevelopment in efforts to create more affordable housing beyond CLT-specific housing, LC may explore more strategic partnerships with COBCLT on the roles they play.
  - Radiant Hall - As LC contemplates the future of the Ice House Studios and Blackbird Lofts (both operated as affordable artist studios and maker spaces), LC will explore more formal relationships and partnerships with Radiant Hall who manages affordable artist studio space and programming in Lawrenceville.
  - Riverlife - As LC continues to serve as the convener in implementing plans for the Allegheny Riverfront, LC will explore more formal partnerships and relationships with Riverlife and the role Riverlife could play in implementing long-standing plans.
- LC and LU also provide staff support to a number of volunteer-led initiatives and groups in the community and as part of the process, we will be working with them to understand their goals, objectives, and how LC/LU can be effective in supporting them:
  - Better Streets Lawrenceville: an intergenerational group of residents who advocate for safer streets for pedestrians, bikers, transit users, and people with disabilities.
  - LV Tree Tenders: plant and preserve the tree canopy in Lawrenceville in partnership with LU, LC, and Tree Pittsburgh.
  - Bernard Dog Park: a group of residents under LU's fiscal sponsorship who manage the only volunteer-run dog park in the City of Pittsburgh
  - Lawrenceville Organic Community Group: high-capacity group of gardeners who maintain and manage two open and public neighborhood produce gardens.

## **Sustainability**

LC and LU are embarking on this joint planning process with the ultimate goal of achieving sustainability. We are intentionally beginning this process while half-way through our NPP, which

provides the lion's share of both organizations' funding, to ensure that we have dedicated resources in place as we work to implement the plan for at least the next 3 years. We do anticipate the plan identifying some funding needs and necessary resource realignment over the 3-5 years of implementation, for which we might still seek funds and especially as we move the organization into the new, more sustainable model.

Beyond the 3 -5 year-implementation period, it is our intention that the strategic plan and the capitalization and business plan will set the new model up to perform more sustainably in that balance sheet assets will have been leveraged and invested to support long-term needs and investments, revenue-generating opportunities will have been identified and pursued, the organizations will have capitalized on the new wealth in the community and attracted that investment to support programming with clearer and consistent branding and purpose, and the organizations will be operating more efficiently and effectively with less overhead and duplicative costs.

By engaging our Board, Staff, Membership and broader community throughout this strategic planning process, and integrating regular reporting out of progress to all of those constituencies into the process, we are ensuring that the plan and the plan's outlined goals and objectives outlive the tenure of any one Board Member or Staff Member. This process will be informed by the community and the Board and staff will be held accountable by the community and the organization's Memberships.

This project will be a regular and standing item on both organization's Board meeting agendas. While there will be representatives from both Boards as part of the joint leadership coalition, the full Boards of each organization will be engaged in the process. The joint leadership coalition, comprised of Board Members, staff, Members, and partners, will also hold the organizations accountable to the plan and it's goals and objectives. LC and LU, and whatever new model might emerge through this process, will commit to annually reviewing and updating the strategic plan beyond the 3-5 year implementation period.

This plan will guide transformative and long-lasting change for the organizations, and that is why the Boards and staff and Memberships of the organization are supportive of the investment of the time , energy, and resources that it will take to get there.

### **Strategic Plan Alignment:**

Despite having existing shared goals, objectives, and work plans relative to specific grant programs, and having jointly developed a number of community plans for Lawrenceville over the years, the organizations have never developed a joint strategic plan. In previous strategic plans that the organizations have completed, there has always been an outstanding question or task left related to how LC and LU pursue a future together, and that question has become all the more pressing as the organizations have grown more aligned related to mission, vision, values, and priorities in response to the changes underway in Lawrenceville.

As part of our Neighborhood Partnership Program, LC and LU do revisit, review, and update our



6-year strategic plan and work plan that is focused on building a Lawrenceville for all. As part of that plan, we do outline goals related to pursuing a more effective and efficient CBO and business model for LU/LC and so this project aligns with the goals set out in that plan, and there are existing resources allocated to that work that will cover some of our staff time on the project.

For LC, it has been a while since we have completed an organizational strategic plan. With support from the McCune Foundation roughly 10 years ago, we did complete the organizational pivot/ strategic plan that has since guided our work and how we have responded to driving forces. We are proud of the progress made in implementing that plan. The plan charged LC with confronting a number of issues, including creating tools to create and preserve affordable housing, improve and protect community and environmental health and wellness, and create a more connected and accessible business corridor and riverfront that celebrates creative endeavors, open space, and 21st Century amenities. LC still reviews and updates the plan annually, and while we have achieved significant success and made progress on housing issues, we are currently advancing efforts within the business district and riverfront. This year, 10 years after the release of the Allegheny Riverfront Vision Plan, the City will break ground on the first leg of the Green Boulevard! But for the work of the organization, and our regular and consistent review of priorities and renewed commitment to progress and plans , this project would not have survived multiple administrations and would not be happening.

LU was in the midst of completing a strategic planning process in 2020 when the pandemic arrived and upended the organization's entire work plan nearly overnight. A number of productive sessions lay important groundwork that will be useful in this joint planning process. Previous to that, LU had completed a plan related to its focus on equity and inclusion in 2017, which has resulted in a number of successful initiatives and work that this project will seek to build from, deepen, and share.

## **Financial Overview**

Over the course of 20+ years, both LC and LU have established themselves as highly respected, capable organizations, and have also established healthy and sound financial stability. Innovative programs and responsible operational and financial management have enabled the organizations to grow staffing and budgets to support catalytic and necessary programming and projects. Responsible organizational management has also enabled the organizations to grow healthy financial reserves. Lawrenceville Corporation has also developed revenue-generating, but still mission-aligned real estate assets that continue to support the organization.

We know that threats to this financial stability are ever-present, despite community need being ever-present as well. As mentioned, the Lawrenceville community is changing. Our organizations are no longer eligible for funds that we historically used for operations, programs, and projects. CDBG funds and some private philanthropic funds are no longer available to LC and LU based on funding criteria and program objectives.

As mentioned previously, LU and LC are currently in Year 3 of a 6-year Neighborhood

Partnership Program. This program provides a major source of LU and LC's annual operational budget. While LU and LC have been very successful at accomplishing results through this program, we understand that the likelihood of being awarded another NPP is unlikely due to the desire of the state to invest in other disinvested communities.

To address this, LU and LC have begun to develop more renewable and neighborhood-based sources of funding based on focusing on membership programs, individual giving campaigns within the neighborhood, annual fundraisers, and earned revenue through programs like the Lawrenceville Farmers Market. While great progress has been made, ongoing attention to revenue sources like this will be absolutely necessary to developing sustainable sources of revenue in the long-term that can replace some of the sources that we expect to sunset in the years ahead. LC also knows that there remain opportunities to explore relative to real estate assets that the organization. All of this reiterates the need for exactly this planning process so that we aren't caught sleeping and can be planning now for the maturation of these traditional funding sources and can adjust our work plans in a realistic way to continue to meet the needs of the neighborhood.