



## Union Project

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### General Information

**Nonprofit**

Union Project

**Address**

801 N Negley Avenue  
Pittsburgh, PA 15206 - 1560

**Phone**

(412) 363-4550 x21

**Fax**

(412) 363-1216

**Website**

unionproject.org

**Contact Email**

info@unionproject.org

**Year of Incorporation**

2002

**Former Names**

**Organization received a competitive grant from the community foundation in the past five years**

No

**Community Foundation Staff Conducted Site Visit when Developing Profile**

No

**Statements and Search Criteria**

**Mission Statement**

Union Project is a dynamic community arts and enterprise center where we bring people together to connect, create, and celebrate.

Our historic building, located at the intersection of Stanton and Negley Avenues, provides an affordable, safe, and welcoming home to grassroots entrepreneurs, artists, nonprofits, people of all faiths and community events. With the support of community members, Union Project grows people's skills, spirits, and self-sufficiency.

Since 2001, Union Project has strengthening the stability of Pittsburgh's East End neighborhoods and residents through: incubating 96 new jobs at micro-businesses and nonprofits, cultivating more than 35,000 volunteer hours to help renovate our space, and gathering tens of thousands of diverse people.

**Impact Statement**

In 2009-10:

- Union Project created a new Community Arts Programming model that has served over 900 community members, a quarter of which are youth under 18 and half of those participated with their family members.
- Opened new office space to expand our long-term tenants from 5-8, offering a wide variety of services to the community.
- Increased overall event attendance by 5,000 to more than 20,000 people while increasing the percentage of black participants from 30% to 43% (closer to the proportion of communities served)
- Increased volunteers to 249, logging over 4,500 hours at UP for a total value of over \$68,000 to the organization.
- Incubated 26 new jobs, including several new donation-based classes led by local community instructors.

In 2010-11 our goals include:

- Increase event use by 1,500 people through completing nearly all exterior building renovations and restorations, including a new roof and exterior stone cleaning and repointing
- Increase the reach of our community arts programs by 210 students and 3 ceramics co-op members
- Attract 4 new micro-entrepreneurs as renters and graduate at least 2 businesses and artists to their own space other places
- Host 325 volunteers, an increase of 15% from 2009-10.

**Background Statement**

Union Project was founded in 2001 as a way to restore a blighted community landmark while creating a space to bring people together to connect, create, and celebrate in a common place. Founded by a group with Anabaptist/Mennonite roots - many of whom were involved in a voluntary service program located half a block from the building - the project began in the style of an urban barn-raising. By drawing heavily upon members of the local community to volunteer their skills and labor, the founders of Union Project were able to make the most of a shoe-string budget to renovate the building.

Through its initial years, Union Project evolved its programming to meet the changing needs of the surrounding neighborhoods. Those programs included stained glass restoration, a ceramics cooperative and classes, rental of office and community spaces, and a café.

In 2009, Union Project streamlined its programs, budget, and staffing to focus on its key competencies: Space Rental, Arts Programming, and Volunteer Engagement and Stewardship. Even with a leaner budget and staff, Union Project now reaches more youth, families, and adults and generates more revenue than

ever before.

### **Primary Organization Category**

Community Improvement, Capacity Building / Community Improvement, Capacity Building N.E.C.

### **Secondary Organization Category**

Arts, Culture & Humanities / Arts Education

### **Tertiary Organization Category**

Arts, Culture & Humanities / Historical Societies & Historic Preservation

### **Geographic Areas Served**

PA - City of Pittsburgh

### **Needs Statement**

- Hire a Marketing Coordinator to fill Union Project's rental spaces with classes and events year round.
- \$40,000 to install storm windows to protect the building's community-restored, historic windows.
- \$10,000 to underwrite incubating community classes and developing enterprises.
- \$10,000 to install signage throughout the building and on the exterior as well as increased exterior lighting.
- \$12,500 to improve technology systems (\$2,500 for new phone system, \$5,000 to upgrade security systems, and \$5,000 to upgrade computers and software).

### **CEO Statement**

I'm inspired every day by the people taking advantage of Union Project's programs and spaces. They come for a variety of reasons – to express their creativity, to learn about the community, to grow physically or spiritually, and to celebrate with friends and neighbors. Their diverse backgrounds and interests create an energy that's hard to find in a world driven by market segmentation and polarized opinions. I encourage you to visit to see the stories for yourself. But in the meantime, here are two to whet your appetite:

- Five-year old Parisa giggles as she makes a clay bird with her mother - a single mom. Before Union Project, they spent evenings isolated in their city apartment. Now they walk together after school to take part in affordable classes and workshops, like Thousand Birds in which hundreds of residents of all ages are making and trading thousands of tiny birds to build community.
- After spending two years in a large commercial office space, Nik decided he needed something different to help grow his web-design company. So in 2006, he began renting affordable space at Union Project, where he grew his clientele, hired two employees and now he's spreading his wings and leaving our nest to expand his business into a building he just purchased to renovate in the community.

### **Board Chair Statement**

Thank you for taking time to learn more about Union Project. As you can see, Union Project is a truly dynamic place where people work every day to build a stronger community, explore creative pursuits, or just simply have a good time. We welcome your support and above all encourage you to visit us and become part of Union Project.

## **Programs**

### **Space Rental**

Union Project offers a wide variety of rental options (from short to medium to long term) to individuals and organizations. Short-term space rental offers three distinct spaces (the Great Hall, Atrium, and Board Room) to host all manner of private and public events - from weddings to community meetings to Zumba classes. Medium-term rental offers accessible space options for community class instructors to grow their class/workshops weekly. Long-term rental supports a variety of entrepreneurs and nonprofits by providing affordable office space in a collaborative environment. With affordable pricing, opportunities for one time low-to-no rental costs, and marketing support offered by Union Project website, weekly e-newsletters, and quarterly fliers delivered door-to-door Union Project helps incubate new ideas, small businesses, non-profits, and community classes size so that our community members can become self-sufficient.

### **Budget**

\$80,058

### **Category**

Community Development, General/Other / Community Development, General/Other

### **Population Served**

Adults / Families / Minorities

### **Program Short-Term Success**

Year-to-year, Union Project seeks to grow the number and connectivity of individuals attending classes and events, the number of rental groups, and generate attendance that reflects the gender, racial, and age demographics of the neighborhoods directly served by Union Project.

### **Program Long-Term Success**

Union Project seeks to increase social equity for the community we serve by helping expand entrepreneurial businesses, nonprofits, and community class instructors to a point where they are self-sufficient eventually moving beyond Union Project, into their own space. Organizationally, Union Project seeks to fill our space 365 days per year, generating enough revenue through rental fees to support the staff needed to run the program and underwrite incubating groups.

### **Program Success Monitored By**

Union Project uses a variety of tools to track and analyze success:

- 1.) All rental groups must submit demographic and attendance figures for their event. This information is tracked via database to track number of users being served at our space, ethnicity, and age.
- 2.) Client surveys are also used for Union Project sponsored community events, as follow-up to all short-term rental units, and as exit surveys to all community class instructors and long-term tenants.
- 3.) Class instructors progress is measured by the growth of their size of their classes as well as the length of lease signed.
- 4.) All jobs created as a result of incubating at Union Project are recorded and tracked and reported.
- 5.) All clients are tracked via database and analyzed at staff meetings monthly.

### **Examples of Program success**

Attendance has grown dramatically in the last two years, increasing 25% to over 20,000 in 2010. The percentage of black attendees increased to 29% to 35%, more closely reflecting the demographics of the neighborhoods which is nearly half black. In addition, revenue has increased and expenses have decreased, resulting in a 97% increase in net income from fiscal year 2007.

### **Community Arts Programming**

Union Project's Community Arts Program creates connections and opportunities for learning through community-based arts programming intended to serve the diverse needs of the surrounding neighborhoods. This program supports local emerging artists via an affordable cooperative where members can build their resume by teaching classes and workshops to youth, families and adults as well as providing opportunities to exhibit and sell their artwork. In addition to offering access to our fully equipped studio UP's ceramics staff takes our programming into local schools, after school programs, senior centers and summer camps. Union Project's stained glass program offers classes that teach local residents how to restore their own stained glass windows while restoring the building's historic windows, literally solving a million dollar problem and literally creating community buy-in in the reclamation and improvement of a prominent historic landmark.

#### **Budget**

\$66,279

#### **Category**

Arts, Culture & Humanities, General/Other / Visual Arts

#### **Population Served**

Children and Youth (0 - 19 years) / At-Risk Populations / Families

### **Program Short-Term Success**

While Union Project would view any increase in program participants at any level as an improvement, the program places a greater emphasis in involving children and youth - particularly at-risk populations - and their families in arts programming. As revenue grows, increasing the number of needs-based scholarships granted would additionally be seen as a success maintaining at least a quarter of our students via affordable scholarships. Building our ceramic cooperative to 12 members, at least half (6) teach our classes and workshops. Additionally, UP's stained glass program will successfully complete all 155 stained glass windows and install them.

### **Program Long-Term Success**

Union Project's Arts Programming long-term goals include for ceramics: continuing to serve 1,000 youth, adults, and families annually resulting in future emerging artists coming from our own neighborhoods. This will result in new artists emerging to become cooperative members and eventually leaving UP to sell their work and/or teach professionally. In addition to regular classes and workshops, UP is working to create

consistent year-round programming, including expanding our at-risk youth programming via summer camps at our rural wood kiln facilities in partnership with the Laurelville Retreat Center. Lastly, we hope to create a stained glass cooperative (like the ceramic co-op) that, in addition to supporting local glass artists in the making of their work, will maintain all UP stained glass windows as well as grow our ability to teach and repair local residential windows via repair-your-own-window workshops.

### **Program Success Monitored By**

Union Project closely tracks the participants and attendees to all arts programming, including registration and financial information. Additionally, class surveys are used at the end of all programs to assess and improve student achievement and the classes and workshops Union Project offers. Union Project hosts quarterly meetings with cooperative members to set personal and cooperative goals, track artists sales and solicit feedback, share ideas and best practices.

### **Examples of Program success**

In just one year, Union Project's Community Arts Programming model increased service from 75 adult students to nearly 900 community members, over a quarter of which are youth under the age of 18 and half of these youth participated with their family members. Additionally, many of these families are coming back weekly to participate in classes which is something that never happened before at UP. UP's member cooperative sent more members to participate in the Three River's Arts Festival than ever before and saw Ceramics@UP co-founder Justin Rothshank successfully emerge from UP as our first full-time artist making his living from his artwork. Union Project's stained glass program has restored and installed 24 windows in the last year, nearly completing all 155 original windows in seven years.

### **Stewardship**

Union Project seeks to promote community involvement and civic engagement through volunteerism. Since its inception, Union Project has relied on volunteers, from transforming the space to community outreach, volunteers are a key part of how Union Project is able to leverage its limited resources and further its mission. Additionally, UP's foundation is firmly rooted in leadership development and thusly trains Americorps members and interns as part of its staff in 6 month, 1 year, and 2 year apprenticeships.

### **Budget**

#### **Category**

Philanthropy, Voluntarism & Grantmaking, General/Other / Community Service

#### **Population Served**

Adults / Children and Youth (0 - 19 years)

#### **Program Short-Term Success**

Increasing the organization's pool of regular volunteers from 350 to 400 as well as developing a group of at least 25 more dependable and self-sufficient volunteers as team leaders and/or volunteers who do weekly, monthly or quarterly work without requiring supervision. Additionally, UP will create a comprehensive annual task building maintenance and improvement calendar which will help to delegate tasks to volunteers who come to UP in order to improve efficiency and the effectiveness of their service where we need it most.

#### **Program Long-Term Success**

Ideally, Union Project would develop groups of skilled, self-sufficient volunteers that greatly augment the organization's ability to accomplish its mission in the communities it serves with a minimal draw on the organization's resources saving the agency more than \$60,000 each year. These volunteers would help Union Project deliver fliers about monthly programming door-to-door as well as support a part-time custodian to maintain and improve the building as needed.

#### **Program Success Monitored By**

Union Project closely tracks the demographic information of its volunteers including hours served and recurrence of volunteers.

#### **Examples of Program success**

In the last year, Union Project increased the number of volunteers serving from 230 in fiscal year 2009 to 249 in 2010, logging 4,500 hours which added a total value of over \$68,000 to the organization.

### **Program Comments**

#### **CEO Comments**

One of our agency's greatest challenges is capacity. It is a catch-22 that while we need enough experienced staff people in all areas of our business to help meet our program goals, serve our community, maintain and improve our space market, and generate enough income to sustain operations, we do not yet generate

enough income to maintain the ideal number of full-time staff positions needed. While the AmeriCorps program offers highly motivated apprentices who serve at UP at a reduced rate, their learning curve and high turnover makes it difficult to maintain consistency. To date this challenge has been met by a full-time staff who continually improves all systems so that new staff can shorten their learning curve and feel fully supported by the team immediately. Comprehensive work plans with clear goals and client tracking in all areas of our business are reviewed monthly at staff meetings, helping all staff stay focuses and working as a team. Additionally, customer service training from an outside consultant for new staff members is offered annually to maintain consistency with our clients.

### **Foundation Staff Comments**

## **Management**

### **CEO/Executive Director**

Mr. Jeffrey Dorsey

### **CEO Term Start**

July 2009

### **CEO Email**

jeffrey@unionproject.org

### **CEO Experience**

Mr. Dorsey's career has spanned 16 years and focused almost completely on helping to strengthen the east end of Pittsburgh through the work of several arts related initiatives and non-profit agencies. After graduating with honors from Carnegie Mellon University with a BFA in fine arts and a concentration in drawing and painting, Dorsey taught youth arts classes at the Pittsburgh Center for the Arts and was drafted as the youngest of a select group of artist educators that began co-teaching in schools in and around Pittsburgh. Simultaneously, Dorsey remained a successful commissioned painter, performing artist and workshop presenter (mainly through his work with Gateway to the Arts). In 1999, Dorsey became the founding director of the Penn Avenue Arts Initiative, a mainstreets niche marketing program partnership between two east end community development corporations that leveraged over \$20M of private investment in a ten block area of the city. This investment resulted in a regionally known home for artists (one of the first of its kind in the country), and was driven by the desire to help artists own their live-work spaces. Dorsey went on to become director of Friendship Development Associates for an additional two years before coming to Union Project as program manager. Building on his experiences of both supporting and incubating community and arts related ideas, businesses and organizations, and his real estate knowledge, Dorsey was asked to take over as Director of Union Project in the summer of 2009. Since then he has successfully designed and implemented an organizational restructuring that streamlined and improved Union Project enterprises, grew service to over 20,000 people annually, and built UP's earned revenue stream to cover half the costs of operations. Dorsey is recognized throughout Pittsburgh's non-profit community for his integrity, enthusiasm, and thoughtful planning.

### **Number of Full Time Staff**

3

### **Number of Part Time Staff**

1

### **Number of Volunteers**

3

### **Number of Contract Staff**

1

### **Staff Retention Rate**

100

### **Organization has Fundraising Plan?**

Under Development

### **Organization has Strategic Plan?**

Yes

### **Years Strategic Plan Considers**

**Date Strategic Plan Adopted**

Jan 2009

**Management Succession Training Plan**

Under Development

**Organization Policies And Procedures**

Yes

**Co-CEO****Co-CEO Term Start****Co-CEO Email****Former CEOs and Terms**

Ms. Maria Pranzo - May 2007 to July 2009

Ms. Jessica King - Aug 2002 to May 2007

**Senior Staff****Management Reports to Board?**

Yes

**CEO Formal Evaluation and Frequency**

Yes - Annually

**Senior Management Formal Evaluation and Frequency**

Yes - Annually

**Non Management Formal Evaluation and Frequency**

Yes - Annually

**Collaborations**

Union Project has collaborated with nearly 100 non-profit and for-profit agencies to help achieve our mission, solve community problems, and to maintain and improve our services and building. For example to complete our stained glass windows, we collaborated with Prism Stained Glass to help teach the classes and train our staff and to help de-install and install our windows, and numerous agencies to help provide students including Pittsburgh Glass Center, Winchester Thurston, and City High. For our Cafe and Barista Program we collaborated with Peabody Highschool and the state's Children, Youth, and Family services to provide students and help track progress, Lutheran Services, Kitchens with Mission and numerous local coffee shops including Starbucks, T'azza Dora Cafe, La Prima and Oh Yeah! to help provide training. For Ceramics@UP, we collaborate with local colleges and arts centers including Manchester Craftsman Guild, Pittsburgh Center for the Arts and Laurelville Retreat Center, where we built our public access wood kiln. And space rental collaborates with dozens of agencies each year to provide catering, equipment rental, and marketing support.

**Affiliations****External Assessments Accreditations****Awards**

Fast Pitch Competition - Coaches Award - Pittsburgh Social Venture Partners - 2011

Dr. Martin Luther King, Jr. Leadership &amp; Diversity Award - Pittsburgh Coro Center for Non-Profit Leadership - 2010

Cool Space Award - Cool Space Locator - 2007

Work of Art Award - Greater Pittsburgh Arts Council - 2007

Pennsylvania Historic Preservation Initiative Award for Community Involvement - Pennsylvania Historic and Museum Commission - 2006

Preservation Award for Outstanding Preservation Project - The Historic Review Commission of Pittsburgh - 2006

Promise Award - Young Preservationists Association of Pittsburgh - 2006

Charity of the Year - Pittsburgh Singles Volunteer Network - 2005

## **Government Licenses**

### **Whistle Blower Policy Plan**

Yes

### **Document Destruction Policy Plan**

Yes

### **Directors and Officers Insurance Policy**

Yes

### **CEO Comments**

### **Foundation Staff Comments**

## **Governance**

### **Board Chair**

Grant Ervin

### **Board Chair Company Affiliation**

10,000 Friends of PA

### **Board Chair Term**

Jan 2011 to Dec 2011

### **Board Chair Email**

gervin@10000friends.org

### **Board Members**

Ms. Christine Bethea - Passports to Art - Voting

Ms. Meredith Calfe - Art Law - Voting

Mr. Garrett Cooper - Bayer Center for Nonprofit Management at Robert Morris University - Voting

Mr. Jeffrey Dorsey - Union Project - Exofficio

Mr. Grant Ervin - 10,000 Friends of PA - Voting

Ms. Maureen Hogan - Pittsburgh Partnership for Neighborhood Development - Voting

Mr. Robert Jones - Head Start - Voting

Mr. Tony Macklin - Roy A. Hunt Foundation - Voting

Ms. Irene McLaughlin - Attorney at Law - Voting

Ms. Heather Mediate - Girl's Coalition of SWPA & UPMC Clinical Marketing - Voting

Ms. Cherie Moshier - Moshier Studios - Voting

Mr. Chris Sandvig - Pittsburgh Community Reinvestment Group - Voting

Rev. BJ Woodworth - Open Door Church - Voting

### **Board Demographics**

#### **Ethnicity:**

African American/Black: 2

Asian American/Pacific Islander: 0

Caucasian: 11

Hispanic/Latino: 0

Native American/American Indian: 0

Other: 0

Other (if specified):

#### **Gender:**

Female: 6

Male: 7

Unspecified: 0

**Board Term Lengths**

3

**Board Term Limits**

2

**Board Meeting Attendance**

75

**Written Board Selection Criteria**

Yes

**Written Conflict Of Interest Policy**

Yes

**Percentage of Monetary Contributions**

77

**Board Co-Chair**

Ms. Maureen Hogan

**Board Co-Chair Company Affiliation**

Pittsburgh Partnership for Neighborhood Development

**Board Co-Chair Term**

Jan 2011 to Dec 2011

**Number of Full Board Meetings Annually**

11

**Constituent Board Members****Percentage of In-Kind Contributions**

100

**Risk Management Provisions****Standing Committees**

Executive

Fiscal Affairs

Building

Board Governance

**Additional Board/s Members and Affiliations****CEO/Executive Director Comments****Financials****Fiscal Year**

2011

**Projected Revenue**

\$485,187

**Projected Expenses**

\$430,934

**Prior Three Years Total Revenue and Expense Totals Chart**

Fiscal Year	2009	2008	2007
Total Revenue	\$413,832	\$680,394	\$852,411
Total Expenses	\$649,345	\$781,419	\$834,088

**Prior Three Years Total Revenue Sources Chart**

Fiscal Year	2009	2008	2007
Foundation and Corporation Contributions	\$173,520	\$390,832	\$359,394
Government Contributions	\$0	\$0	\$2,000
Federal	\$0	\$0	\$145,353
State	\$0	\$6,456	\$90,000
Local	\$0	\$2,500	\$10,000
Individual Contributions	\$63,925	\$58,499	\$29,024
Indirect Public Support	\$0	\$0	\$0
Earned Revenue	\$156,562	\$206,930	\$202,368
Interest and Dividend Income	\$0	\$0	\$0
Membership Dues	\$0	\$0	\$0
Special Events	\$11,626	\$13,827	\$7,791
Revenue In-Kind	\$4,500	\$0	\$5,616
Other	\$3,699	\$1,350	\$865

**Prior Three Years Expense Allocations Chart**

Expense By Type

Fiscal Year	2009	2008	2007
Program Expense	\$473,046	\$561,093	\$727,527
Administration Expense	\$113,484	\$169,371	\$61,309
Fundraising Expense	\$62,815	\$50,955	\$45,252
Payments to Affiliates	\$0	\$0	\$0
Total Revenue/Total Expenses	0.64	0.87	1.02
Program Expense/Total Expenses	73%	72%	87%
Fundraising Expense/Contributed Revenue	25%	11%	11%

**Prior Three Years Assets and Liabilities Chart**

Assets and Liabilities

Fiscal Year	2009	2008	2007
Total Assets	\$1,935,549	\$2,108,145	\$2,048,850
Current Assets	\$14,810	\$128,217	\$16,806

Long-Term Liabilities	\$278,572	\$133,185	\$137,893
Current Liabilities	\$144,554	\$227,024	\$61,996
Total Net Assets	\$1,512,423	\$1,747,936	\$1,848,961

### Short Term Solvency

Fiscal Year	2009	2008	2007
Current Ratio: Current Assets/Current Liabilities	0.1	0.56	0.27

### Long Term Solvency

Fiscal Year	2009	2008	2007
Long-term Liabilities/Total Assets	14%	6%	7%

### Prior Three Years Top Three Funding Sources

#### Top Three Funding Sources

Fiscal Year	2009	2008	2007
Top Funding Source and Dollar Amount	foundations and corporations \$173,520	foundations and corporations \$390,832	foundations and corporations \$359,394
Second Highest Funding Source and Dollar Amount	earned revenue \$156,562	earned revenue \$206,930	earned revenue \$202,368
Third Highest Funding Source and Dollar Amount	individuals \$63,925	individuals \$58,499	government-federal \$145,353

### Endowment Value

-

### Spending Policy

N/A

### Are you currently in Capital Campaign?

Yes

### Capital Campaign Purpose

Union Project is currently involved in a capital campaign to complete Phase I and start Phase II of our original planning goals. Phase I renovations include completion of the final third of our roof, cleaning and repointing the exterior stone, and completing and installing all 155 community restored stained glass windows (plus storm windows). Phase II involves major renovations to our Great Hall including finishing plaster to the original vaulted ceiling, repainting, renovating the floor, and implementing acoustic solutions. As well, an energy audit will also be undertaken to prioritize and begin implementing more sustainable options for heating and cooling the building and lighting the building inside and out.

### Campaign Goal

\$500,000

### Capital Campaign Dates

Nov 2009 - June 2012

### Capital Campaign Raised-to-Date Date

Mar 2011

**Capital Campaign Raised-to-Date Amount**

\$245,078

**Capital Campaign Anticipated in Next 5 Years?**

Yes

**CEO Compensation**

**Tax Credits**

No

**CEO Comments**

**Foundation Staff Comments**

