

The image features a light blue background with a faint, stylized map of Allegheny County. Overlaid on this are two dark blue silhouettes. On the right, a person stands holding a surveying instrument on a tripod. On the left, another person is seated, looking at a large map or document. The title 'Charting the Course' is centered over the image in a large, dark blue serif font.

Charting the Course

Allegheny Conference on Community Development

2000 Report



The Allegheny Conference Agenda

THE ALLEGHENY CONFERENCE AGENDA

The Allegheny Conference on Community Development is a private leadership group dedicated to improving the quality of life and economy of the southwestern Pennsylvania region. At its 1991 Annual Meeting, the Conference outlined an ambitious new agenda for the coming decade. The agenda provided the basis for working with other organizations on specific initiatives to improve the region. Examples of initiatives in which the Conference has been involved from 1992 through 2000 follow:

REGIONAL DEVELOPMENT

Improving the physical infrastructure and development of the region

- Support for the Southwestern Pennsylvania Growth Alliance in achieving its state and federal agendas
- Development of the “Investing in the Future” plans for the core of the region and for industrial reuse and technology development throughout the region
- Creation of the \$40 million Strategic Investment Fund
- Support for investment projects including the convention center, stadiums, industrial site development, tourism attractions, cultural facilities, and community revitalization projects throughout the region
- Addressing weaknesses in regional water and sewer systems

EDUCATION AND WORKFORCE DEVELOPMENT

Improving the systems and methods that develop human potential

- Creation of the Education Policy & Issues Center and support for its initiatives
- Enactment of state education standards
- Development and implementation of Workforce Connections
- Support for improvements to the Pittsburgh School District
- Development of a state plan for early child care and education

PUBLIC GOVERNANCE

Making local government more productive and fiscally sound

- Support for creation of the Allegheny Regional Asset District and tax reform
- Support for creation of the Downtown Business Improvement District
- Development of the “Competitive Pittsburgh” project to reduce the cost and improve the quality of City of Pittsburgh services
- Development of the “Committee to Prepare Allegheny County for the 21st Century” project which resulted in a new Home Rule Charter for Allegheny County

CIVIC ORGANIZATION

Making the civic sector more productive through reorganization and leadership

- Affiliation of the Allegheny Conference and the Western Division of the Pennsylvania Economy League
- Formation of the Pittsburgh Regional Alliance
- Support for creation of Innovation Works, the Pittsburgh Tissue Engineering Initiative, Digital Greenhouse, and other efforts to grow technology firms
- Formation of the Regional Enterprise Tower (formerly the Alcoa Building)

WORKING TOGETHER

Promoting action on the ‘Working Together to Compete Globally’ recommendations

- Commissioning of the Regional Economic Revitalization Initiative and the development of the *Working Together to Compete Globally* recommendations (a.k.a. the Mehrabian report)
- Support for the Working Together Consortium
- Support for development of the Pittsburgh Pledge
- Support for the Pittsburgh Regional Healthcare Initiative
- Support for the Building One Economy Leadership Initiative
- Encouragement of African-American participation in major construction projects
- Support for regional tourism promotion efforts, including the War for Empire initiative

More information about the Allegheny Conference and its affiliate, the Pennsylvania Economy League/Western Division, can be found on the World Wide Web at www.accdpel.org.

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I. INTRODUCTION

The year 2000 was a time of remarkable momentum in the region. I'm reminded of a conversation I had a couple of years ago with a state legislative leader, who said, "Get your act together about what you want as a region, and we'll pass it." I believe we have our act together, more than ever before in our history. You're going to see evidence of that fact in the pages that follow.

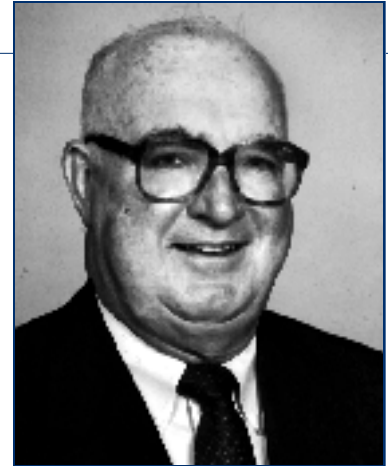
I hope you'll look at the section of this report entitled "Products of Working Together" on page 8. It lists an amazing number of accomplishments that southwestern Pennsylvania has made over the last decade through regional collaboration. These accomplishments are driving job growth now and will create jobs for years to come.

The Allegheny Conference is proud to play a role in this process. The Conference serves as a mechanism for the leaders of this region's largest private employers to direct their influence and resources toward improving the region.

We work closely with public officials at the local, state, and federal level, and it is they who really make the region's initiatives possible. As we do every year, the Conference acknowledges and thanks our public partners for their leadership.

I would like to thank all of the members of the Conference Board, and to welcome two new Board members who joined us in 2000: Markos Tambakeras, the President and CEO of Kennametal, and Ed Roach, CEO of Dominion Delivery.

We also want to thank Mike Bando, George Davidson, and Dan Whelan, who resigned from the Conference Board in 2000, for their service.



C. J. Queenan, Jr.
Senior Counsel
Kirkpatrick & Lockhart LLP
and *Chairman*,
Allegheny Conference on
Community Development

THE REGION'S ECONOMIC CHALLENGE

I'd like to take you back for a moment to the early 1990s. Many will remember that time, and I think it's fair to say that optimism was not the prevailing sentiment. There was a clear need to jump start this region and a growing awareness that we needed to think and work together on a regional basis if we were going to compete in the global economy.

What many of us knew intuitively was confirmed by a 1993 analysis of the competitiveness of the Pittsburgh region.

The analysis was commissioned by the Conference and conducted by a committee of community leaders, chaired by Robert Mehrabian, then President of Carnegie Mellon University.

The Region's Economic Challenge

1993 Benchmarking Analysis Showed:

- **Southwestern PA lagging in economic growth**
- **Lack of vision for the region – a key component of successful economic development efforts in other regions**

It demonstrated that the Pittsburgh region lagged behind most of the nation's other metropolitan regions in economic growth. It also showed that a critical ingredient in regional planning was missing—namely, the lack of a shared vision about what the region's economy should be.

In order to develop consensus on a vision, we embarked on a planning process called the Regional Economic Revitalization Initiative, chaired by Robert Mehrabian.

Robert's efforts and the input of thousands of people around the region resulted in a series of recommendations, contained in the "Working Together to Compete Globally" report. The report established a number of initiatives designed to help us reach the goal of creating 100,000 new jobs in the region by the year 2000.

In 1994, the Working Together Consortium was formed to carry out the recommendations to reach this goal and to report progress to the community.

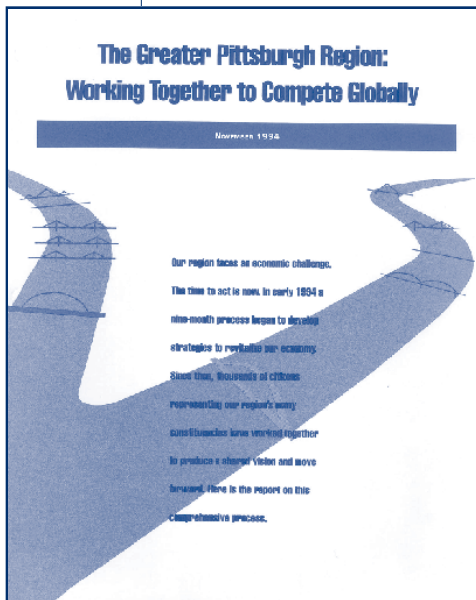
Six years later, we have reached the end of the Consortium's original charge. Although our region did not achieve the goal, we came close - over 85,000 net new jobs were created between

1994 and 2000. In the following section, Fred Fetterolf explains the reasons why we fell short of the goal. The more important question, however, is what would have happened if we did not set goals, focus our efforts on achieving them, and measure our progress along the way. In this Report, you are going to see some very tangible results of having charted a course, and followed it.

The Conference is pleased to have the Consortium make its final report as part of this Annual Report.

Fred Fetterolf has chaired the Consortium since 1996.

The Conference thanks him for his leadership, as well as the leadership provided by Dick Simmons, the original Chair of the Consortium, and the Consortium Vice Chairs. We also extend great appreciation to Robert Mehrabian, who authored this process.



PRODUCTS OF WORKING TOGETHER

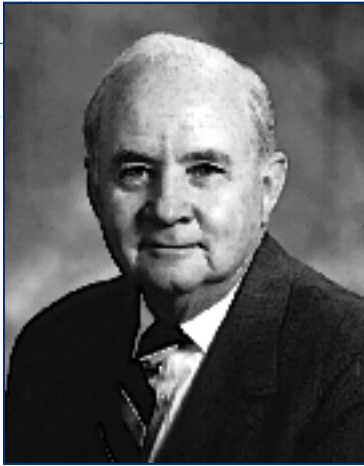
By “working together” over the last decade, the efforts of many public and private leaders and organizations have resulted in initiatives that have improved the economy, government, and quality of life in southwestern Pennsylvania. The Allegheny Conference is pleased to recognize many of these accomplishments—some completed, some still underway—as well as community partners, listed in Appendix A, who have helped to make them happen.

Airside Business Park and Cargo Center	Mon Fayette Expressway
Aliquippa Industrial Park	Northpointe at Slate Lick (Armstrong County)
Allegheny County Airport Authority	Penn Garrison Apartments
Allegheny Regional Asset District	Pittsburgh Downtown Partnership
Allegheny Riverfront Park	Pittsburgh Regional Alliance
Allegheny Trail Alliance	Pittsburgh Tissue Engineering Initiative
Alliance for the Development of Construction Contractors	PNC Firstside Center
Building One Economy Leadership Initiative	PNC Park
David L. Lawrence Convention Center Expansion	Regional Enterprise Tower
Cranberry Connector	Regional Healthcare Initiative
Cultural District Expansion	Riverview Commerce Park (Lawrence County)
Digital Greenhouse	RAND location to Pittsburgh
Downtown (Pittsburgh) Business Improvement District	Riverlife Task Force
Education Policy and Issues Center	School Readiness Initiative
Education Standards adopted by the Commonwealth of Pennsylvania	South Greensburg Commons
Fayette Technology Park	Southern Expressway
Home Rule Charter and a Modern Government for Allegheny County	Southpointe Expansion (Washington County)
Innovation Works	Steelers Stadium (Heinz Field)
Indiana Corporate Campus	Strategic Investment Fund
Industrial Center of McKeesport	Summerset at Frick Park
Industrial Site Recycling Legislation	3 Rivers Connect
Kittanning Riverfront Park	Team PA Business Calling Program
Meadow Ridge Industrial Park (Greene County)	Three Rivers Wet Weather Initiative
Mellon Client Service Center	Victory Road Business Park (Butler County)
Midfield Terminal, Pittsburgh International Airport	West Busway
Minority Enterprise Corporation	Westmoreland Distribution Center
	Workforce Connections
	Working Together Consortium
	Youthworks
	And Many Others



Working Together

II. WORKING TOGETHER



C. Fred Fetterolf
*Retired President and CEO,
Alcoa and Chairman, Working
Together Consortium*

It has been my great privilege to have been involved with the Working Together Consortium since its inception, and to have served as its Chairman for four years.

The following represents our final report on the implementation of the recommendations made as part of the Regional Economic Revitalization Initiative, issued in November 1994.

The Working Together Consortium's central mandate was to measure

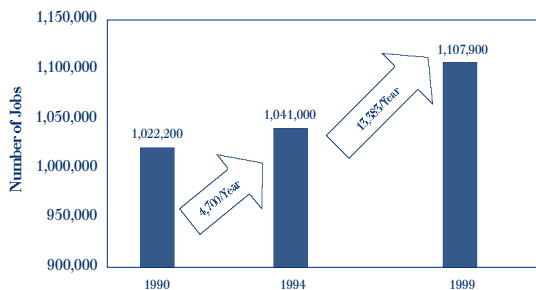
the region's progress in implementing the specific initiatives recommended in the RERI Report, and in achieving the goal of creating 100,000 net new jobs by the year 2000. We were also charged with encouraging and facilitating collaborative efforts among individuals

and organizations across the

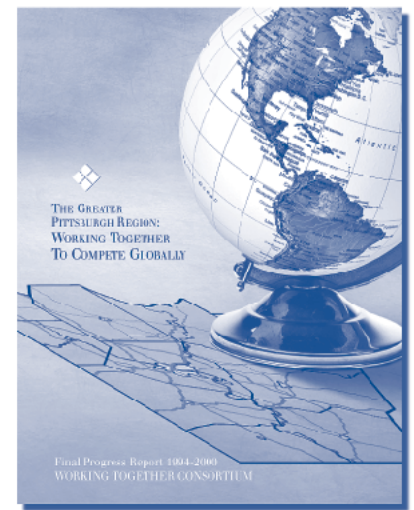
region to accomplish these goals. I encourage you to review the Working Together Consortium's six-year Progress Report carefully, because it provides a description and summary of what has been accomplished.

Based on the figures issued by the Pennsylvania Department of Labor and Industry, our region created 85,100 net new jobs since the Working Together Consortium got underway in 1994.

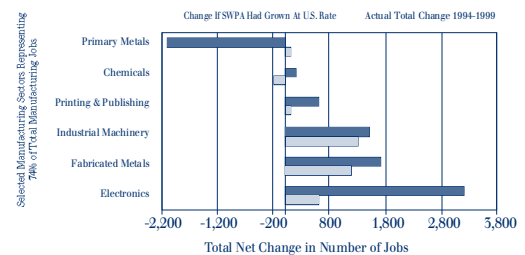
Southwestern Pennsylvania Added Almost Three Times More Jobs Annually Between 1994 and 1999 Than Between 1990 and 1994



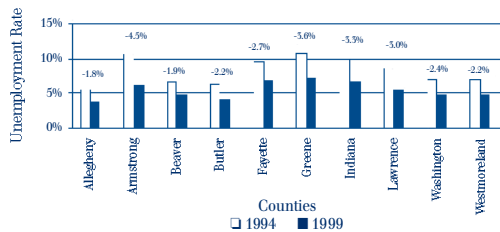
Behind the overall numbers is some very good news, like the fact that over the 6-year time period, our growth in manufacturing exceeded the national average.



Most Southwestern Pennsylvania Manufacturers Added Jobs at Faster Rate Than the Nation, 1994-1999



**Unemployment Rate by County
(and Change in Rate) 1994 and 1999**



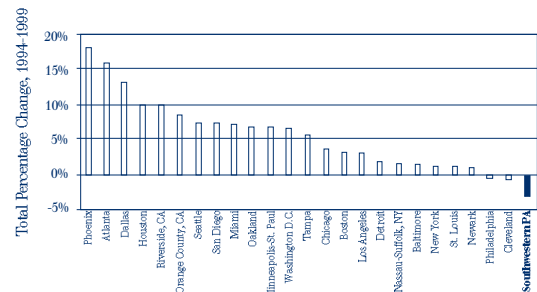
Moreover, while the total amount of job creation did not meet our hopes, job growth in the last 3 years was more than triple what it was in the first half of the decade. Regional unemployment has been reduced in most counties by more than a third, and nowhere do we see the double-digit figures of the early '90s. While it is clear that this has been helped by a strong national economy, the fact that our region is ahead of the nation in

key sectors is a very positive sign for the future.

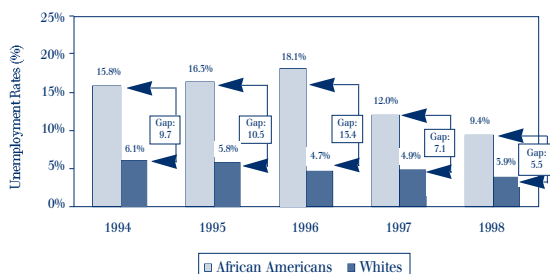
In fact, our shortfall in job creation can be attributed to our continuing population loss. If several key personal service and retail sectors had grown at the national average, we would have exceeded our job creation goal. The fact that they did not is likely due to our lack of population growth. (Southwestern Pennsylvania is at the far right on this graph.)

The job growth we have experienced has benefited a wide range of individuals in the region. Indeed, we have begun to reduce the disparity between African American and white unemployment rates. This is critically important, because

Percent Change in Population, 1994-1999



**Unemployment Rates in Southwestern Pennsylvania,
African Americans Compared to Whites, 1994-1998**



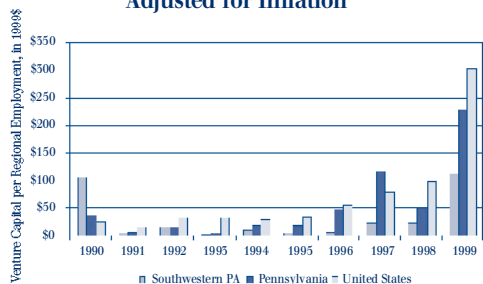
African American unemployment is still two and a half times the rate of white unemployment.

In 1998 (the most recent year for which statistics are available), African American unemployment in our region was 9.4% compared with a rate of 3.9% for Whites.

The good news is that our region had the third largest drop in the rate of African American unemployment among the top 25 regions between 1994 and 1998.

Back in 1994, the rate of African American unemployment in our region was 25% higher than the national average, but by 1998 that figure had been reduced to 5% higher than the national average.

**Venture Capital Investments Per
Regional Employees, 1990-1999
Adjusted for Inflation**



Source: Venture Economics

We are making progress, but our current gap is unacceptable. We must aspire to be better than average.

One of the Consortium's charges was to measure progress on the dozens of initiatives designed to help create the environment for job creation. If you don't measure change, you can't manage it.

We know that growing new companies, not just attracting companies, is critical. We've seen a dramatic increase in venture capital placements over the past six years, and we have seen nearly a 400% increase between 1998 and 1999. This graph shows that venture capital is flowing to our region.

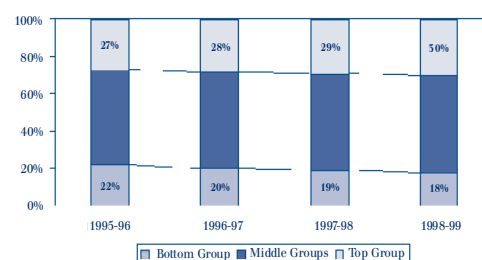
Further, early stage and seed money increased nine-fold, from a total of \$5.4 million between 1991 and 1994 to a total of \$47.8 million from 1995 through 1998.

In order to further understand how our economy is performing, the Pittsburgh Regional Alliance and Collaborative Economics have produced the first Entrepreneurial Index for our region, which provides a more complete look at the growth of our entrepreneurial community. Copies are available from the Pittsburgh Regional Alliance.

The growth of the so-called “new economy” reaffirms the overriding importance of attracting and keeping talent in our region. That’s a big topic, with many facets.

An important one is strengthening education to build a superbly qualified workforce. We know that education means learning throughout life: in early childhood, in kindergarten through high school, and in post-secondary and vocational settings. The data tell us that we still have important work remaining but the good news is that specific plans to address achievements gaps have been set in motion. We are making progress, but at an unacceptable rate.

Percentage of Southwestern Pennsylvania Fifth Graders Performing in Top or Bottom Group in Reading



What are some of the specific things that have been accomplished with help and encouragement from the Consortium? It’s important to emphasize that the Working Together Consortium is not responsible for the progress we are presenting. The credit goes to the scores of organizations throughout our region that have done the real work. Our role has been a supporting one, as facilitators and conveners.

Let’s take a look at a few of the dozens of specific action items included in the overall plan, to show how the collaborative process of Working Together was created.

One of the most important lessons learned through the six-year history of the Consortium was our region’s critical need to nurture and retain talent. That talent is our workforce for the future. Jane Burger was instrumental in leading this effort as the Vice Chair for the area of Human Capital.



Jane C. Burger

When we first began the Consortium's education effort, we had a strong conviction that education was closely tied to economic development. These last 6 years have taught us that not only is this very true, but we have learned a number of valuable other lessons.

First: *There is no question that, if our region is going to be a global competitor, our citizens must be educated to meet the needs of the world market. There is no choice in this.*

Second: *We have learned that we must all work toward the conviction and expectation that ALL children can achieve to high standards. We must leave no one behind in this region.*

Third: *We know now conclusively that a quality early start education is imperative for school achievement.*

Fourth: *We now all understand that education improvement is a regional issue. It is not a local school issue, nor is it a problem that can be solved county by county.*

Comprehensive school reform, and by this I do not mean just tinkering around the edges, is really the only way to produce real change. This means setting clear standards for how children are to perform and making sure we are measuring their progress correctly. We can no longer tolerate that one in five children in fifth grade cannot read or do mathematics. There are many efforts underway in our region that espouse these principles, and one of them is Everyday Math. The Everyday Math program in the Pittsburgh Public Schools is a good example of what's possible in mathematics when we all focus on achievement.

Jane C. Burger

Consultant, The Grable Foundation

Vice Chair, Working Together Consortium



Diane J. Briars, Ph.D.

The vision of the Pittsburgh Public Schools is that all Pittsburgh students will achieve to high standards in mathematics and science. The PRIME Project, which stands for Pittsburgh Reform in Mathematics Education, has brought that vision closer to reality. The project is funded through the National Science Foundation. It has brought a systematic approach to change, based on national standards for curriculum, instructional materials, assessment, professional development for teachers, and information for parents.

In the schools where a standards-based instructional program has been strongly implemented, we have seen a vast improvement in mathematics achievement. We also have seen virtual elimination of the traditional gap in achievement between African American and white students.

Diane J. Briars, Ph.D.

Mathematics Director, Pittsburgh Public Schools

In addition to nurturing young talent, we also have a critical need to make use of the talent already here. As our economy grows, we want to be sure that all of our citizens have a chance to be a part of that growth.



Milton A. Washington

I truly believe that the disparities in unemployment and other social conditions between African Americans and the rest of our population must continue to be addressed if our region is to be truly competitive. By providing opportunity for all our citizens – African Americans, whites, women and men – we can retain the talent we already have in the region, as well as attract new talent. We now have new joint efforts that are helping to develop a deeper capacity in minority contracting businesses.

The Building One Economy Leadership Initiative, undertaken with the guidance of Tom Usher and George Miles, has focused on a pilot program to increase African American participation of non-profit and for-profit boards in our community.

Milton A. Washington

President, Allegheny Housing Rehabilitation Corporation (AHRCO)

Member, Board of Directors, Allegheny Conference on Community Development

Vice Chair, Working Together Consortium



Thomas J. Usher

It's important that as we prosper, we ensure that everybody share in our progress. The Urban League's publication of the African American Leadership Directory underscored the need to bring the community's total talent and resource base to bear on our efforts to compete nationally and internationally.

As we continue to see greater diversity in our workforce, I now have a heightened awareness of how important inclusion is. But thinking inclusively doesn't always come automatically, and we want to encourage an environment that sees diversity as positive and beneficial. Change often starts at the top, and our effort focused on board leadership.

*Since the Directory came out and our committee got started, we know of **50** new board positions held by African Americans as of the end of 2000. That includes both non-profit and for-profit boards. Further, another **28** Directory participants have served on governmental commissions.*

Our work as a community isn't done, but I think we've made a good start at something which will pay important dividends for our region.

Thomas J. Usher

Chairman and CEO, USX Corporation

*Member, Board of Directors, Allegheny Conference
on Community Development*

Co-Chair, Building One Economy Leadership Initiative

The Working Together Consortium helped to launch and support many initiatives simultaneously. By working together, the community identified and rallied around initiatives to enhance the agenda for growing new jobs. An important early and sustained focus was enhancing entrepreneurial vitality in order to accelerate the growth of new businesses.



Joel P. Adams

From my point of view, this initiative was not only about accelerating job growth, but also about giving life to a major cultural change – one where risk taking and big ideas are celebrated, not feared. We have come a long way.

It was a different landscape in 1994 when the Consortium was formed – technology transfer offices at our major universities had only recently opened, and the kind of deal flow we see now was a dream, but certainly not a reality.

Now we have recognized strength with significant venture-capital money, and we have things like Innovation Works, the "Hot Team," and the New Idea Factory. With all this, we still do need to be vigilant and continue to build an environment that supports the development – and success – of our new companies. They are our future, and I believe, the linchpins of regional vibrancy.

Joel P. Adams

President, Adams Capital Management

Vice Chair, Working Together Consortium



Richard Ekstrom

Demegen is an early-stage biotechnology company. We're developing new drugs for cancer and bacterial infections. Since relocating our company here a couple of years ago from North Carolina, we have received a wide range of support from many organizations. We've already had three interns, creative funding from foundations and we've had a chance for valuable interchange with both Pitt and Carnegie Mellon Universities. The New Idea Factory, in which I participated, was particularly unique. I think the opportunity for the public sector to engage the entrepreneurial community in public planning and regional planning was a great idea. In the process, I also had an opportunity to network with a wide range of people I would not have otherwise met.

Richard Ekstrom
President, Demegen, Inc.

A critical element of the original vision was that of a globally competitive region that worked together. The collaborative process created by the Consortium was a dynamic one that helped the community to identify and rally around new initiatives that enhance the original job growth agenda.



Karen Wolk Feinstein, Ph.D.

I would say that the Pittsburgh Regional Healthcare Initiative captures the spirit of the Working Together Consortium: a community suspending competitive instincts to work together to reach the highest goals; in this case, to deliver the highest value health care.

Specifically, the goals we set are zero medical errors and the best clinical outcomes possible, proven by measurement. Over 40 regional hospitals, three major insurers, and 30 local corporations, purchasing groups, universities, and foundations signed charters committing to these goals.

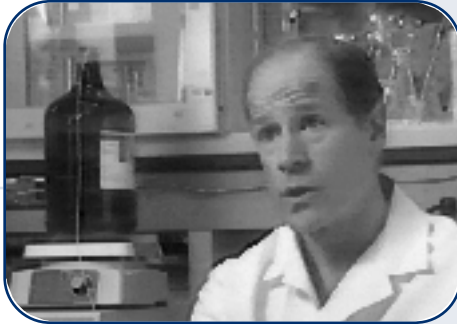
It requires teams of people working on the front lines to create and apply measurement systems that actually tell us what works and what doesn't in making people healthy. Clinical excellence and top performance require constant experimentation, research, and discovery.

Karen Wolk Feinstein, Ph.D.

President, Jewish Healthcare Foundation

Member, Board of Directors, Allegheny Conference on Community Development

Vice Chair, Working Together Consortium



Bartley Griffith, MD

Some time ago, we recognized that blood transfusion was a problem that all patients who underwent heart surgery faced. At the McGowan Center for Organ Development, we have also focused on developing an artificial blood. When there's so much interest in helping the patients across this tri-state area, if we could develop a product that could reduce the need for blood transfusion, we would clearly advantage everyone.

At the McGowan Center, we've been very lucky in that there've been local business people who've traveled through our laboratories and said, 'I like what you've done. I'm an investor, and I have some wisdom. Let's pull together a group, license technology from the laboratories through the University of Pittsburgh and start a company. And you know what? Let's do it in Pittsburgh.'

That's a triple play, almost a home run, in that we have science being promoted, we have science being promoted to help patients, and we have it being done in Pittsburgh.

Bartley P. Griffith, MD

Director, The McGowan Center for Artificial Organ Development

As promising new technologies are commercialized, and other young companies continue to grow and prosper, attracting top-notch talent to our region becomes increasingly important.



George L. Miles, Jr.

One of the things that I have always found amazing is how surprised people are when they visit Pittsburgh for the first time.

The quality of life we enjoy is one of our greatest assets, but we still have work to do to change outdated images of our region. The fact is, we have a spectacular urban core, filled with a rich variety of cultural offerings. It's surrounded by great natural resources, with just about every kind of outdoor recreational activity you can think of. That's a powerful selling proposition, and encouraging tourism is a great way to get people here. We know once they come, they like what they see. These days, people have lots of vacation choices. People want a variety of things to see and do. But they are also intrigued by things that feel authentic.

We have all the right ingredients, but we need to do a better job of connecting them. Our region's tourism promotion agencies are actively working together to achieve this goal. We also have the attractions themselves joining forces to cross-promote, giving more leverage to their marketing dollars.

Over the past 250 years, Pittsburgh has played a consistently critical role in shaping our nation's history. The fact is that we have historic sites in our region which are nationally significant. In many cases, like that of Fort Necessity, they're also in prime outdoor recreational areas, making them even more attractive as tourism destinations.

George L. Miles, Jr.

President and CEO, WQED

Member, Board of Directors, Allegheny Conference on Community Development

Vice Chair, Working Together Consortium



Joanne Hanley

It was here in southwestern Pennsylvania, at Fort Necessity, in July 1754, that a very young and very inexperienced George Washington suffered his first military defeat. It's an important story to tell; it's a human one; and frankly, it's one which too few of us even know about. The French and Indian War, in reality, was the first world war, which also set the stage for the American Revolution, and our region has the largest concentration of French and Indian War sites in North America. It's really a great story to tell. But it's been very hard to promote ourselves effectively with our limited staff and limited resources.

The Working Together Consortium is helping to organize all the French and Indian War sites in the region so that, collectively, we can make the most of a great opportunity – the 250th anniversary of the war in 2004.

Joanne Hanley

Superintendent, Fort Necessity National Battlefield

The Working Together Consortium has helped facilitate a wide range of accomplishments that have positioned our region to prosper in a global economy.

We have made progress in the willingness to work together as a region, and we have recognized that we must work hard to nurture and attract talent in a very competitive environment.

We have made progress in creating a culture where inclusion is the norm, and collaboration is expected.

I think we can be proud of what we've done as a region in the past 6 years. Much credit goes to the Vice Chairs. These extraordinary people have given freely of their time and talent, and as a region we are richer for it.

From my personal vantage point, I think the Working Together Consortium has made perhaps its greatest contribution by creating a process for change that brings different points of view to the table, in a neutral forum, to build consensus on what needs to be done, and how best to do it. While not perfect nor inclusive enough, the Working Together Consortium has proven it can be done.

That process for encouraging collaboration needs to be sustained. As you will read further on in this report, a tremendous amount of work has been done to build teamwork among our regional economic development agencies. More needs to be done, but their growing effectiveness comes at a moment when, in my view, we are poised to take on, and to achieve, some tough, but visionary, new objectives.

And what about the future?

I am confident that the wide range of new services, programs, and infrastructure that the Working Together Consortium has helped put in place will be sustained. I join the Vice Chairs in believing that there should continue to be some ongoing mechanism for supporting a community process for change, and in particular, for continuing to facilitate collaboration.

Exactly what that mechanism should be must be determined in conjunction with the other key organizations in the community that are re-examining their roles, and we'd certainly welcome input on that. In the meantime, the Working Together Consortium will continue to work on those crosscutting issues still very much in process, specifically Building One Economy, regional tourism marketing, and other initiatives where there is unfinished work. We will not be developing a new agenda, but we will continue to push forward in those areas where we can still help to make progress.

I'd like to thank everyone who has been a part of this remarkable effort. The Working Together Consortium has been a wonderful ride – bumpy at times, but taking us a long way toward our destination. Speaking for the Vice Chairs, we are proud to have been a part of it. We will continue to need the effort of the entire community to move forward.

Working Together Consortium	
Chair C. Fred Fetterolf <i>Chair, Working Together Consortium</i>	Thomas A. McConomy <i>Establish a New Spirit of Teamwork in Economic Development</i>
Vice Chairs	George L. Miles, Jr. <i>Make Greater Pittsburgh a Leading Destination for World Visitors</i>
Joel P. Adams <i>Revive our Entrepreneurial Vitality</i>	John E. Murray, Jr. <i>Make Government More Competitive</i>
Jane C. Burger <i>Connect Workers & Students to Jobs of the Future</i>	Thomas J. Murrin <i>Benchmarking, Evaluation & New Initiatives</i>
Edwin V. Clarke, Jr. <i>Enhance Technology Commercialization & Support Demonstration Projects</i>	C. J. Queenan Jr., Esq. <i>Create an Economic Climate for the 21st Century</i>
Karen Wolk Feinstein Ph.D. <i>Healthcare Initiative</i>	James V. Scallill <i>Invest in Wealth & Job Creation Assets</i>
Ronald R. Hoffman <i>Establish a New Era of Labor Management Partnerships</i>	Milton A. Washington <i>Building One Economy</i>



Cooperation

III. COOPERATION

The Working Together Consortium has laid the groundwork for a new spirit of cooperation and a new level of regional awareness in our area.

Now we all understand that we have to “work together to compete globally.” Our region is a product in the global marketplace...one with many wonderful characteristics...where all the counties count.

As Chairman of the Pittsburgh Regional Alliance, I am working to implement a key recommendation of the Mehrabian report, namely to establish a new spirit of teamwork in economic development

throughout our region.

You have likely heard about a new relationship that has been formed among four of our economic development agencies. I want to share with you what we did, why we did it, and how it will make a difference.

First, the Pittsburgh Regional Alliance (PRA) is a non-profit corporation committed to generating and serving customers of our regional product...that is, people who want to create and fill jobs in our region.

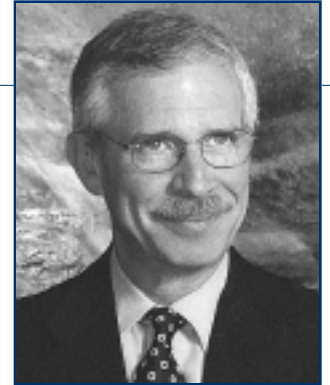
Under a combination agreement, the Alliance provides

oversight and direction for the Greater Pittsburgh Chamber of Commerce, so that the Chamber can be the public advocate for our region. Nine other non-profit community and economic development agencies are part of the Alliance family, by virtue of their chairs being voting members of the board.

All of these organizations are dedicated to the vision of an effective economic development delivery system for our region. We have already produced results, such as launching the Digital Greenhouse and bringing RAND to our region.

But, candidly, we have yet to achieve the level of teamwork and coordination needed to realize this vision. During 2000, I was joined by fifteen representatives of the regional community in searching for a CEO and President for the Alliance.

While we deliberated, we asked Rick Stafford, the President of the Conference and the Executive Director of the Economy League, to also act as Interim CEO and President of the Pittsburgh Regional Alliance. This shared executive arrangement created, in effect, a new joint venture.



David Shapira
Chairman and CEO
Giant Eagle, Inc.
and *Chairman*,
Pittsburgh Regional Alliance

New Spirit of Cooperation



The Alliance

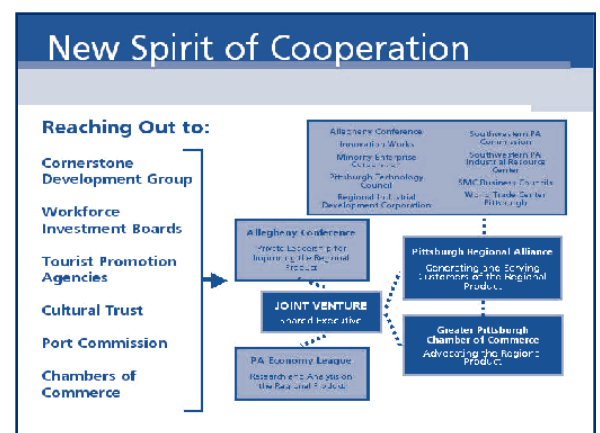


venture, rather than as separate organizations with separate executives. We began to realize that the interim arrangement was, in effect, part of the answer.

This arrangement was discussed and enthusiastically endorsed by all the boards involved, as was the idea of reaching out to other organizations. In short, we moved to achieve, not just a new spirit of cooperation, but also a new reality of cooperation.

The need is for more teamwork. And, I'm convinced that this new joint venture, with a shared executive, will mean just that - more teamwork. One person who shares this view with me is Tom Balya, the Chairman of the Westmoreland County Commissioners.

At a key time in the deliberations, we met in his office in Greensburg and he reassured me that this new approach made sense. As chairman of the Southwestern Pennsylvania Commission, Tom is an ex-officio voting member of the Alliance board. He also has been serving on the Search Committee that recommended the “joint venture.” He and other members of the Commission board have been meeting with the Alliance and Conference board leadership to discuss how we can work together in the future.



III. COOPERATION



Thomas Balya
Chairman
Westmoreland County
Commissioners
and
Chairman, Southwestern
Pennsylvania Commission

Let me start by saying that I embrace this new spirit of cooperation enthusiastically.

David referenced our meeting in Greensburg, but I should point out that we most often meet in the Regional Enterprise Tower. Thanks to the Working Together Consortium, a consensus was formed a few years ago to allow the Commission to become the owner of the Tower, and thereby the landlord for the agencies engaged in the new joint venture David referenced.

The Commission serves an important role in economic development, running the Local Development District, providing export services, and managing

the Team Pennsylvania Program. It serves an even more critical role in planning our region's future. Our most recent plan was released in July, 2000. We need help in making it a reality.

We are undergoing an executive search at SPC, looking for the individual who will follow Bob Kochanowski as CEO and executive director. Bob's untimely death ended a career marked by passionate and compassionate leadership. We will look for a like-minded person who will continue Bob's dedication to the shared vision of making southwestern Pennsylvania great and doing so through cooperation.

Cooperation takes time. It takes effort. As the six years of the Working Together Consortium have demonstrated, working together brings results. And that's what we are all seeking.

Southwestern Pennsylvania Commission

- **Owner, Regional Enterprise Tower**
- **Local Development District**
- **Export Services**
- **Team PA**
- **Transportation Planning**

The Region as a Product



In its role in planning the future shape of the region, SPC can work effectively with the new "joint venture" in its role of improving and marketing the region. It will be Rick Stafford's job to manage the joint venture and that of the other executives to manage their organizations.

It will be our job - David's and mine, along with other board members - to insist that all the organizations that serve us so well individually, serve us even better collectively.

Years ago, the public/private partnership was defined by David Lawrence and Richard King Mellon, and revolved around a

smaller region. Today, a new public/private partnership is being forged, one that is far more inclusive and far more regional, and one that requires far more cooperation. I know that David Shapira and Chuck Queenan join me in pledging that the new growing spirit of cooperation will grow even stronger.



Momentum

IV. MOMENTUM



C. J. Queenan, Jr.
Senior Counsel
Kirkpatrick & Lockhart LLP
and *Chairman*,
Allegheny Conference on
Community Development

I echo the observations of David Shapira and Tom Balya. I've been around for a while and, in my opinion, the level of public-private partnership is at an all-time high. The private leadership is working closely with the Mayor of Pittsburgh and the new Allegheny County Executive, and we are also coming together through the Southwestern Pennsylvania Growth Alliance and conversations with the Southwestern Pennsylvania Commission. This regional public-private partnership forms the basis for moving ahead to realize new visions and new priorities.

At our Annual Meeting in November, 1999, we announced that the Conference was nearing completion of its 1991 Agenda.

I indicated that the Board would spend part of 2000 planning its future priorities. I asked for feedback, and many people responded.

We received input from civic agencies, private foundations, public and private leaders, Leadership Pittsburgh graduates, and others. There were priorities expressed, almost across the board, in the areas of education and workforce development, entrepreneurship and technology development, and the overall environment and quality of life in our region. We also heard a consensus that the Conference should focus its attention on multi-year, visionary objectives that have the most potential to improve the region.

Mechanisms for Regional Collaboration

- **Working with the Mayor of Pittsburgh and Allegheny County Executive**
- **Southwestern PA Growth Alliance**
- **Southwestern Pennsylvania Commission**

Conference Agenda 2000+

- **Current Commitments**
- **Opportunistic Objectives**
- **Visionary Objectives**

We came out of that planning process with a new Agenda. It includes the completion of current commitments, such as assisting with the transition of the new Allegheny County government and completing the Water and Sewer Infrastructure Project.

Guiding Principles

Regional

- Involving 10 counties and improving the quality of life for all citizens

Inclusive

- Promoting opportunities for minorities and women and embracing the international community

Collaborative

- Partnering with other civic organizations and public leaders

Cost-Effective

We will also pursue opportunities as they arise to improve the region – opportunities like increasing federal funding for university-based research and development, and assisting with the new “joint venture transition,” which David and Tom described above.

We also developed long-range visionary objectives, which we are going to share with you in this Report.

During this planning process, the Conference Board also reaffirmed a set of principles that have guided our past efforts and will direct our efforts going forward. Namely, that in pursuing all of our objectives, the Conference will develop

strategies that are: regional, building on the assets of all ten counties in southwestern Pennsylvania; collaborative, in all the ways that we have been talking about in this Report; cost-effective; and inclusive—particularly with regards to advancing the participation and achievement of women, minorities, and the international community in our regional economy.

Three visionary objectives that the Conference Board agreed to commit leadership and resources to achieving, working in partnership with others, are:

- Ensuring that every child in southwestern Pennsylvania can read, write, and compute by the age of ten;
- Growing new businesses based on new technologies; and
- Strengthening and creating regional amenities that can help to attract and retain the talent we need for our economy to thrive.

New Conference Visionary Objectives

- Ensure that all children in southwestern PA enter school ready to learn and can read, write and compute by the age of 10
- Promote the growth of businesses and jobs based on new technologies
- Develop amenities that will make southwestern PA one of the top regions in the country for attracting young, skilled, mobile workers

ENSURE THAT EVERY CHILD IN SOUTHWESTERN PENNSYLVANIA ENTERS SCHOOL READY TO LEARN AND CAN READ, WRITE, AND COMPUTE BY THE AGE OF TEN

In an economy increasingly driven by knowledge workers, regions that educate all students well will have a competitive advantage. Achieving educational excellence for all the children in southwestern Pennsylvania will require a regional commitment, starting with the recognition that the earliest years of life are among the most important.



Murry S. Gerber

School readiness focuses on children zero to five. The old construct, that education begins at first grade or age six, is just contrary to what research has shown about how children learn. Our premise is that three things have to be in place for kids to be ready to go to school.

First, parents need to understand what the choices are for early childhood education and what the developmental milestones are for kids in terms of physical development. Second, nutrition and health are very important, since healthy kids are learning kids, so we have to have the right links with health organizations. And third, we've got to have the right kinds of programs that have real milestones for learning that are quantifiable. If we can do that in southwestern Pennsylvania, I think our region will have the kind of workforce that lets it stand out in the twenty-first century.

Murry S. Gerber

Chairman and CEO, Equitable Resources, Inc.

Member, Board of Directors, Allegheny Conference on Community Development

Chairman, Early Childcare and Education Task Force

Chairman, Education Policy and Issues Center



Karen McIntyre

Students who enter school without the basic capacity to learn are already at a disadvantage. But if they reach the 5th grade without the ability to read, write, and compute, we have truly lost them. Research shows that these children will continue to slip further and further behind.

The Regional Education Index, produced by the Education Policy and Issues Center, gives us a tool to measure how students in this region are progressing. I think the good news is also the bad news. While fifth grade reading and math scores in the Pennsylvania Student Assessments have improved over the last several years, they have only increased modestly, by about one percent per year. At the end of 1999, 18% of students were still at the bottom range in reading and math.

Karen McIntyre

President, Education Policy and Issues Center



Paul H. O'Neill

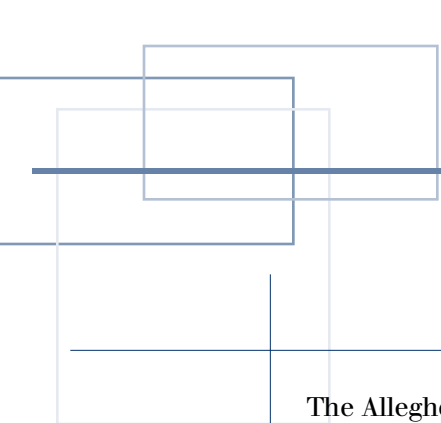
An 18% failure rate among our children, an inability to read and write and compute when children are 10 years old, is an unacceptable characterization of our children, and it's an unnecessary outcome. We have the ability to give every child the skills they need to be lifelong learners by the time they're 10 years old. It's not a matter of community resources; we have the resources. It's a matter of community will to see that every child, one at a time, has what they need to be a contributing citizen.

Paul H. O'Neill

Secretary, United States Treasury

Former Member, Board of Directors, Allegheny Conference on Community Development

Former Co-Chair, Education Policy and Issues Center



The Allegheny Conference has been committed to education and workforce development for many years. We are currently working on a statewide effort to improve the quality of care and education for our youngest children. That effort is being headed by Allegheny Conference Board member Murry Gerber. Under his leadership, we will continue to work on realizing the goal of school readiness for all children.

In 1992, the Conference was also involved in helping to create the Education Policy and Issues Center (EPI-Center), which was co-chaired by Linda Dickerson and Conference Board member Paul O'Neill during 2000 and is being chaired by Conference Board member Murry Gerber in 2001. The EPI-Center is a non-profit organization working to guide regional strategies to ensure that all students in southwestern Pennsylvania achieve world-class standards.

The EPI-Center is taking the lead to ensure that all children in the region can read, write, and compute by the age of ten. The Conference is committed to supporting their initiatives, and a number of Conference Board members are serving on the EPI-Center Board.

As noted above, this goal will take each one of us staying the course until every child achieves high standards. The EPI-Center will measure and report on our progress annually to let us know how we're doing. I encourage everyone to support the EPI-Center's efforts and to review the 2000 Regional Education Index.

PROMOTE THE GROWTH OF BUSINESSES AND JOBS BASED ON NEW TECHNOLOGIES

In less than two decades, southwestern Pennsylvania has put itself on a new economic path. Manufacturing is growing and we have seen significant growth in industries and jobs based on new technologies. There are many signs that southwestern Pennsylvania is positioned to create a true entrepreneurial climate - resulting in more, and better paying, jobs.



Sunil Wadhvani

I believe we have made dramatic strides in just the last three or four years in encouraging the creation and the growth of young technology companies in our region. There are several reasons for this: first of all, I believe the outstanding universities we have in this area - Carnegie Mellon, Pitt, Duquesne - are incubating some of the brightest young minds in the country. And that's where technology growth really starts, with young people with great ideas coming out of the universities.

Secondly, I believe the amount of risk capital available for early-stage type companies in this area has increased dramatically over the last few years.

Finally, I believe the local community, as well as organizations within the community, have become much more supportive of entrepreneurs, and especially technology entrepreneurs, over the past few years. This is happening at multiple levels, from the state government to the county government, city government, and local organizations.

At the end of the day, if we continue the way we've been going for the last three or four years, I think we are very well positioned to really become one of the technology hot beds in the United States.

Sunil Wadhvani

CEO, iGate Capital Corporation

Member, Board of Directors, Allegheny Conference
on Community Development



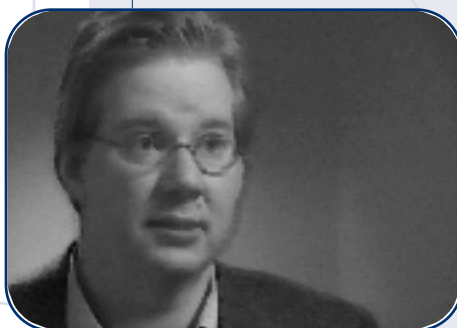
M. Christina Gabriel

I recently managed a company that commercialized systems for computer-assisted surgery. So I can attest to the wealth of intellectual capital being developed by the region's 32 colleges and universities. But while the total number of new companies that have spun off from these institutions doubled in the last four years, that total was still only 12 companies in 1999.

If we work together, we can accelerate this trend. If we encourage stronger collaboration between our universities and business community, then our research successes can more quickly become commercial successes that will really contribute to growth in our region's economy.

M. Christina Gabriel

*Vice Provost for Corporate Partnerships and Technology Development,
Carnegie Mellon University*



Sean McDonald

The Pittsburgh Technology Council has commissioned a study called the Southwestern Pennsylvania Industry Cluster Analysis, which focuses on three clusters - life sciences, information technology, and manufacturing - all strengths in this region. In addition to this, Collaborative Economics has just finished a study with the Pittsburgh Regional Alliance which focuses on some of the key entrepreneurial assets in this region.

With an understanding of where we are as a region, we will be better positioned to exploit our assets and move forward to really become the region that we wish to be.

Sean McDonald

*CEO, Precision Therapeutics
Member, Board of Directors, Allegheny Conference
on Community Development
Chairman, Board of Directors,
Pittsburgh Technology Council*

The objective is to make southwestern Pennsylvania one of the highest performing regions in the country for businesses based on new technologies. The Allegheny Conference stands ready to help, but it is the Pittsburgh Regional Alliance, Pittsburgh Technology Council, Innovation Works, our universities, and others who must take the lead. The report from Collaborative Economics is just one of the roadmaps we can use to prioritize and organize our efforts. The Pittsburgh Regional Alliance and the Jewish Healthcare Foundation recently produced a study called “Marketing Medical Pittsburgh” to identify our opportunities for economic development in the biomedical/biotechnology category. This report will help us tell the world about our world-class centers of excellence in biomedical research and clinical practice.

New technology firms and other global firms like Nova Chemicals, FreeMarkets, and Marconi require young knowledge workers to make them successful. Attracting these workers to our region, and retaining them, is a high priority for the Allegheny Conference.

DEVELOP AMENITIES THAT WILL MAKE SOUTHWESTERN PENNSYLVANIA ONE OF THE TOP REGIONS IN THE COUNTRY FOR ATTRACTING YOUNG, SKILLED, MOBILE WORKERS

If southwestern Pennsylvania is to compete in the new economy, we need to attract talent now and keep the talent we have. As we move forward, quality of life will become an even more important component of our region's economic strategy.

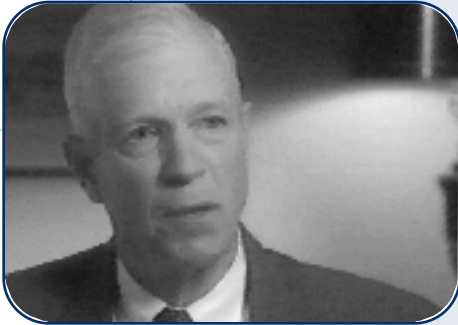


Dave Nelsen

At CoManage, our biggest challenge to success is attracting talent – we create software, so we need great minds to be a great company. One of our biggest advantages is that Pittsburgh is a cool place to live and work. Generation Xers have discovered that Pittsburgh features world-class mountain biking at places like Moraine and Brady's Run State Parks. In fact, Moraine was the location of the first Hi-Tech Adventure Race in 1996, now the fastest growing "extreme sport" sweeping the country. Pittsburgh's rolling hills and varied terrain make for some of the best Paintballing in the world, which is why a national Paintball tournament is held here each fall. The hills and mountains also make for great running, hiking, skiing, sledding, and snowtubing. Unfortunately, too few people know about the fantastic amenities Pittsburgh offers.

Dave Nelsen
CEO, CoManage

We can help our entrepreneurial companies succeed by promoting what this region has to offer. But we also need to keep working to improve our amenities, particularly those that will appeal to the young, talented workers we want to attract and retain.



Michael Watson

We have wonderful amenities in the Pittsburgh area, but some serious deficiencies. The riverfronts, for example, have become inaccessible, and the sewage problem in the Pittsburgh area is terrible. We have a large park system that any city would love to have, but it's become badly deteriorated, and we need to do something to bring up the maintenance. The students that come to Oakland, for Carnegie Mellon University and the University of Pittsburgh, get a wonderful education, but they hardly can enjoy the environment that Oakland provides them. We need to do something to remedy that.

There are many efforts underway to correct the situation. The Riverlife Task Force has been formed by the mayor. The Pittsburgh Parks Conservancy is up and running. The Oakland Task Force is operating in Oakland. The Economy League's Water and Sewer Infrastructure Project is underway. Addressing all of these needs will require significant resources. We won't be able to do them all right away, but we need to develop a long-range plan and priorities that everyone can support. And in doing so, we must, absolutely must, involve young people.

Michael Watson

*Vice President and Director,
Richard King Mellon Foundation
Member, Board of Directors, Allegheny Conference
on Community Development*

WHAT YOUNG PEOPLE THINK SOUTHWESTERN PENNSYLVANIA NEEDS

The following comments are part of a series of person-in-the-street interviews taken on the University of Pittsburgh and Carnegie Mellon University campuses and shown in a video at the Allegheny Conference Annual Meeting on November 16, 2000. The comments are in response to the question: What do you think Pittsburgh - both as a city and as a region - needs to keep and attract young people?



I think that we definitely need more city life; like more nightlife downtown, even more apartment buildings, just to bring people into the city.



In New York, they have big shopping malls in the buildings, within the city itself. Here in Pittsburgh, it's kind of like out of the city, more Ross Park Mall, or Monroeville Mall. So it kind of takes the energy out of the city..



If you're going to bring more flavor into a city, you've got to be open to that flavor.



I think it needs to be environmentally improved. There needs to be more greenery; this place needs to be cleaner.



It would be a good idea to build the waterfront more. I think a lot of cities with water areas like ours - like Cleveland and Cincinnati - have nice waterfronts. But I think they're trying to do that, so that's good.



More open green spaces would be really nice. We have Schenley Park, but that's the only one I know of really close, and more trails. Somewhere to walk and just enjoy nature.



Maxwell King

In addition to improving specific amenities like our riverfronts and parks, we need to give some thought to the overall quality of our environment. Although most regions around the country have grown faster than ours over the past several decades, those same regions now are experiencing congestion and a dramatic reduction in quality of life. Here, we have the opportunity to learn from their mistakes and make this region a 21st-century model for smart growth.

Maxwell King

*Executive Director, The Heinz Endowments
Member, Board of Directors, Allegheny Conference
on Community Development*

Creating the environment of the future will be one of our greatest challenges. But it is one that we have faced and overcome before...when we cleared up our smoky skies, dried up our flooding problems, cleaned up our old industrial sites, and created the world-class cultural and recreational facilities we have today. We will need to come together again as a region to build consensus on a vision, set priorities among the projects that can help achieve that vision, and assemble the resources necessary to carry out those projects. The Allegheny Conference is committed to help facilitate this process.

For example, while our rivers are a major asset for our quality of life, we have a serious problem with sewage pollution in those rivers. Jared Cohon, President of Carnegie Mellon University and a member of the Allegheny Conference Board, is leading a study by the Pennsylvania Economy League to develop strategies for addressing this problem. The results of that study will be released in 2001, and it will clearly show that we need to work together as a region to solve this problem. I want to commend Jerry Cohon for his leadership on this important issue.

Jerry Cohon's study is just one of several initiatives already underway to address the kinds of needs that Mike Watson and Max King have described. Mike, Max, and other members of the Allegheny Conference will be working to support these initiatives, as well as others that are created. We are committed to making sure our region becomes one of the top regions in the country for attracting and retaining talent. We hope everyone will join us in these efforts.



Agenda For Action

V. AGENDA FOR ACTION

The objectives that we've described in this report are not the only things that need to be addressed for our region to prosper. But they represent big opportunities that the Conference believes - and

many others have confirmed - have the potential to significantly impact the growth of jobs and the quality of life in southwestern Pennsylvania. To that end, we must dedicate our resources and our will to achieving them within the next 5 to 10 years.

We hope what you've read in this report gives you confidence that we truly have reached a new level of regional collaboration. Rather than debating about what to do or competing with each other about who should do it, we've proven that we can work together to set ambitious goals and make big things happen.

We still have a long way to go. But the foundation we've laid should enable us to make faster progress in the future.

Together, we can create a region with an economy and quality

of life that is as good as, or better, than any other region in the country. The first step is for each of us to renew existing relationships and hopefully build new ones. Working Together works.

New Conference Visionary Objectives

- **Ensure that all children in southwestern PA enter school ready to learn and can read, write and compute by the age of 10**
- **Promote the growth of businesses and jobs based on new technologies**
- **Develop amenities that will make southwestern PA one of the top regions in the country for attracting young, skilled, mobile workers**



Appendices

APPENDIX A – PARTNERSHIP AND LEADERSHIP

Public officials from across the region and state, as well as dozens of public and civic agencies, are working in partnership with private corporations and foundations to make southwestern Pennsylvania a better place in which to live, work, and invest. The members of the Allegheny Conference are pleased to play a role in this process and proud to be a part of the community's efforts and initiatives.

It is impossible to provide appropriate recognition to all of the many individuals, organizations, and initiatives that are working to move the region forward, but they all deserve thanks. The following individuals and organizations are among those playing leadership roles in the initiatives featured in this year's report:

PUBLIC OFFICIALS

Governor Tom Ridge and Lt. Governor Mark Schweiker

U. S. Senators Arlen Specter and Rick Santorum

U.S. Representatives William J. Coyne, Mike Doyle, Phil English, Ron Klink, Frank R. Mascara, John P. Murtha, John E. Peterson, and Bud Shuster

Pennsylvania Senators Albert V. Belan, Leonard J. Bodack, Jay Costa, Jr., Melissa A. Hart, Richard A. Kasunic,

Allen G. Kukovich, Gerald J. LaValle, Tim Murphy, Patrick J. Stapleton, J. Barry Stout, Jack Wagner, and Mary Jo White

Pennsylvania Representatives James E. Casorio, Jr., Nicholas A. Colafella, Paul Costa, Peter J. Daley II, Anthony M. DeLuca, Frank Dermody, H. William DeWeese, Howard L. Fargo, Dan B. Frankel, Jeffrey E. Habay, R. Ted Harhai, Ralph E. Kaiser, Frank LaGrotta, Susan Laughlin, Victor John Lescovitz, David K. Levdansky, John A. Maher, Joseph F. Markosek, David J. Mayernik, Fred McIlhatten, Daryl Metcalfe, Thomas A. Michlovic, Jane C. Orie, Timothy L. Pesci, Joseph A. Petrarca, Thomas C. Petrone, John R. Pippy, Frank J. Pistella, Joseph Preston, Jr., Harry A. Readshaw, Lawrence Roberts, William Russell Robinson, Christopher Sainato, James E. Shaner, Samuel H. Smith, Timothy Solobay, Jess M. Stairs, Sara G. Steelman, Thomas L. Stevenson, Thomas A. Tangretti, Guy A. Travaglio, Fred A. Trello, Leo J. Trich, Jr., Terry E. Van Horne, Michael R. Veon, and Don Walko

Allegheny County Executive James Roddey and County Council Members Michael Crossey, John P. DeFazio, David B. Fawcett, Jr., Richard Fitzgerald, Wayne Fontana, Ronald L. Francis, Jr., Vince Gastgeb, Charles J. Martoni, Richard D. Olasz, Jan Rea, Thomas A. Shumaker, Richard Schwartz, Sr., James E. Simms, Joseph Natoli and Eileen Wagner

Armstrong County Commissioners James V. Scahill, Homer Crytzer, and John Dunmire

Beaver County Commissioners Dan Donatella, James Albert, and Charles Camp

Butler County Commissioners James L. Kennedy, Glenn L. Anderson, and Joan Chew

Fayette County Commissioners Vincent Vicites, Sean Cavanaugh, and Ron Nehls

Greene County Commissioners David Coder, Scott Blair, and Farley Toothman

Indiana County Commissioners Bernie Smith, Randy Degenkolb, and James E. McQuown

Lawrence County Commissioners Roger DeCarbo, Brian Burick, and Edward Fosnaught

Washington County Commissioners John Bevec, J. Bracken Burns, Sr., and Diana L. Irey

Westmoreland County Commissioners Thomas Balya, Thomas C. Ceraso, and P. Scott Conner

City of Pittsburgh Mayor Tom Murphy and City Council Members Bob O'Connor, Dan Cohen, Michael Diven, Jim Ferlo, Alan Hertzberg, Valerie McDonald, Dan Onorato, Gene Ricciardi, and Sala Udin

Mayors, City and Borough Councils, Township Commissioners and Supervisors, and School Directors from across the region

PRIVATE FOUNDATIONS

Alcoa Foundation - Kathleen W. Buechel, President

Claude Worthington Benedum Foundation - William P. Getty, President

Buhl Foundation - Doreen E. Boyce, President

Eberly Foundation - Robert E. Eberly, President

Eden Hall Foundation - Sylvia V. Fields, Program Director

Grable Foundation - Susan Brownlee, Executive Director

Hillman Foundation - Ronald W. Wertz, President

Howard Heinz and Vira Heinz Endowments - Maxwell King, Executive Director

Roy A. Hunt Foundation - Torrence M. Hunt, Jr., President

Jewish Healthcare Foundation - Karen Wolk Feinstein, President

McCune Foundation - Henry S. Beukema, Executive Director

Katherine Mabis McKenna Foundation - Linda McKenna Boxx, Chairman

Richard King Mellon Foundation - Michael Watson, Vice President

The Pittsburgh Foundation - Alfred W. Wishart, Jr., President

CIVIC AND GOVERNMENT AGENCIES AND COMMITTEES

African American Chamber of Commerce - *Robert Agbede, Chairman; Doris Carson Williams, President*
African American Roundtable - *Samuel J. Stephenson, Chairman*
ALCOSAN - *Harry Readshaw, Chairman; Arletta S. Williams, Executive Director*
Allegheny County Airport Authority - *Glenn Mahone, Chairman; Kent George, Executive Director*
Allegheny County Chamber Federation - *William B. Spence, Chairman and President*
Allegheny County Department of Economic Development - *Earl Hord, Director*
Allegheny League of Municipalities - *Matt Matthews, Executive Director*
Allegheny Regional Asset District - *Gerald Voros, Chairman; David L. Donahoe, Executive Director*
Armstrong County Department of Planning and Development - *Richard L. Palilla, Executive Director*
Armstrong County Tourism Bureau - *Kristy Green, Chair; Kathy Wolf, Tourism Coordinator*
Beaver County Corporation for Economic Development - *James Palmer, President*
Beaver County Planning Commission
Beaver County Tourist Promotion Agency - *Jack Simon, Chairman; Thomas King, Executive Director*
Beaver Initiative for Growth - *Sen. Gerald LaValle and Rep. Michael Veon, Co-Chairs; John Gallo, Director*
Builders Guild - *John Turyan, Chairman*
Building One Economy Leadership Initiative - *George L. Miles, Jr., and Thomas J. Usher, Co-Chairs*
Butler County Planning Commission - *David P. Johnston, Executive Director*
Butler County Chamber of Commerce and Tourism - *Arthur Cordwell, Chairman; Linda Harvey, President*
Carnegie Mellon University Center for Economic Development - *Donald Smith, Director*
Center for Workforce Excellence - *Peter J. Berner, Chairman; Robin K. Rogers, PhD., Executive Director*
Cornerstone Development Group of Southwestern PA - *Larry Larese, Chairman; Stephen R. Mitchell, President*
Community Development Corporation of Butler County - *Arthur G. Cordwell, Executive Director*
Destination: Greater Pittsburgh - *Tom King, President*
DINAMO - *Barry Palmer, Executive Director*
Downtown Planning Collaborative - *Sala Udin and George Werner, Co-Chairs*
Education Policy & Issues Center - *Murry Gerber, Chairman; Karen S. McIntyre, President*
Fayette County Planning Commission
Fayette Forward - *Daniel Visnauskas, Strategic Planning Coordinator*
Fay-Penn Economic Development Council - *Michael W. Krajovic, Executive Vice President*
First Fridays - *Essie Williams, President of the Board*
Greater Philadelphia First Corporation - *William Avery, Chairman; Sam Katz, Executive Director*
Greater Pittsburgh Arts Alliance - *Gideon Toeplitz, President; Deborah Gross, Executive Director*
Greater Pittsburgh Chamber of Commerce - *David Matter, Chairman; Barbara Bateman McNees, President*
Greater Pittsburgh Convention and Visitors Bureau - *Linda Dickerson, Chairman; Joseph R. McGrath, President*
Greene County Industrial Development Authority - *Donald F. Chappel, Executive Director*
Greene County Planning Commission - *Ann Bargerstock, Director*
Greene County Tourism Promotion Agency - *Ruth Fox, Chair; Jackie Kingora, Executive Director*
Indiana County Chamber of Commerce - *Dana Henry, President*

CIVIC AND GOVERNMENT AGENCIES AND COMMITTEES (CONTINUED)

Indiana County Office of Planning and Development - *Byron Stauffer, Executive Director*
Indiana County Tourist Bureau - *Rod Heasley, Chairman; Barbara Shaffer, Executive Director*
Innovation Works - *Sanford Ferguson, Chairman; Florence Mendelson, Executive Director*
Institute of Politics (University of Pittsburgh) - *Dennis P. McManus, Director*
Laurel Highlands Visitors Bureau - *Terry Palmo, Chairman; Annie Urban, President*
Lawrence County Economic Development Corporation - *Linda Nitch, Executive Director*
Lawrence County Planning Commission - *James Haas, Chairperson; James Gagliano, Executive Director*
Lawrence County Tourism Promotion Agency - *Cindy Barber, Chair; JoAnn McBride, Executive Director*
Leadership Pittsburgh - *Elizabeth Wainwright, Executive Director*
League of Women Voters of Greater Pittsburgh - *Carol Emerson, President*
Local Government Academy - *Michael P. Lynch, Chairman; Beverly Baxter Cwalina, Executive Director*
Master Builders Association - *John Mascaro, Chairman; Jack Ramage, Executive Director*
Meetings and Hospitality Partnership of Western Pennsylvania - *Mary Margaret Fisher, Vi Boehm, Co-Chairs*
Minority Enterprise Corporation - *Samuel J. Stephenson, Chairman; Sharon K. Williams, President and CEO*
National Association of Minority Contractors/Black Contractors Association - *Horace Britton, Chairman; Linda Couch, Executive Director*
Pennsylvania Business Roundtable - *Nicholas DeBenedictis, Chairman; Michael McCarthy, President*
Pennsylvania Chamber of Business and Industry - *Carl Campbell, Chairman; Floyd Warner, President*
Pennsylvania Department of Community and Economic Development - *Samuel McCullough, Secretary; Ellen Kight, Regional Director*
Pennsylvania Department of Conservation and Natural Resources - *John Oliver, Secretary*
Pennsylvania Department of Education - *Charles Zogby, Secretary*
Pennsylvania Department of Environmental Protection - *David Hess, Secretary; Charles Duritsa, Regional Director*
Pennsylvania Department of Labor and Industry - *Johnny J. Butler, Secretary*
Pennsylvania Economy League/Western Division - *James Mitnick, Chairman; Richard A. Stafford, Executive Director*
Pennsylvania Partnerships for Children - *Lucy Hackney, Chair; Joan Benso, Executive Director*
PENNVEST - *Paul Marchetti, Executive Director; Larry Gasparato, Southwestern Pennsylvania Project Specialist*
Pittsburgh Building and Construction Trades Council - *Richard Stanizzo, Business Manager*
Pittsburgh Cultural Trust - *James Rohr, Chairman; Carol R. Brown, President*
Pittsburgh Digital Greenhouse, Inc. - *Mark Nordenberg, Chairman; Dennis Yablonsky, President and CEO*
Pittsburgh Downtown Partnership - *Katherine Henderson, Chairman; Harry Finnigan, Executive Director*
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CIVIC AND GOVERNMENT AGENCIES AND COMMITTEES (CONTINUED)

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Regional Industrial Development Corporation - *Stephen C. Hansen, Chairman; Frank Brooks Robinson, Sr., President*

Regional Math/Science Collaborative - *Nancy R. Bunt, Managing Director*

Regional Workforce Development Oversight Committee - *Mark A. Nordenberg, Chairman*

Riverlife Task Force - *John Craig and Paul O'Neill, Chairs; Davitt Woodwell, Executive Director*

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Southwest Corner Workforce Investment Board - *Neil Bassi, Chairman; David Suski, President*

Southwestern Pennsylvania Commission - *Tom Balya, Chairman; Charles DiPietro, Acting Executive Director*

Southwestern Pennsylvania Convention Center Design Commission - *Rebecca L. Flora, Chairman*

Southwestern Pennsylvania Growth Alliance - *William S. Dietrich and James Kennedy, Steering Committee Co-Chairs; Harold D. Miller, Director*

Southwestern Pennsylvania Industrial Resource Center - *Lawrence Rhoades, Chairman; Steven Zylstra, President*

Southwestern PA Labor-Management Committee - *Eileen Madgar, Acting Executive Director*

Southwestern Pennsylvania Water and Sewer Infrastructure Project - *Jared Cohon, Chairman*

Sports and Exposition Authority of Pittsburgh and Allegheny County - *I. N. Rendall Harper, Chairman; Steven Leeper, Executive Director*

Strategic Investment Fund - *Thomas H. O'Brien, Chairman; Robert C. Stephenson, President*

Three Rivers Area Labor Management Committee - *Michael C. Herman, Executive Director*

Three Rivers Connect - *Peter Lucas, Chairman; Ronald Gdovic, Executive Director*

Three Rivers Wet Weather, Inc. - *John Schombert, Executive Director*

Three Rivers Workforce Investment Board - *David Malone, Chairman; Ronald Painter, Executive Director*

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United States Environmental Protection Agency - *Raymond George, State Liaison Officer, Region III*

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Washington County Industrial Development Authority - *Louis S. Falbo, Executive Director*

Washington County Tourism Promotion Agency - *Lee Brown, Chairman; Pat Callahan, General Manager*

Western Pennsylvania Conservancy - *Mike Boyle, Chairman; Larry Schweiger, President*

Westmoreland County Industrial Development Corporation - *Larry J. Larese, Executive Director*

Westmoreland County Area Labor-Management Committee - *Sharon A. Seiler, Executive Director*

Westmoreland/Fayette Workforce Investment Board - *William Yant, Chairman; William Thompson, President*

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Working Together Consortium - *C. Fred Fetterolf, Chair; Joel P. Adams, Jane C. Burger, Edwin V. Clarke, Jr., Karen Wolk Feinstein, Ronald R. Hoffman, Thomas A. McConomy, George L. Miles, Jr., John E. Murray, Jr., Thomas J. Murrin, C. J. Queenan, Jr., James V. Scahill, and Milton A. Washington, Vice-Chairs; Laura S. Fisher, Director*

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ALLEGHENY CONFERENCE STAFF

The Allegheny Conference on Community Development and the Western Division of the Pennsylvania Economy League are served by a joint staff consisting of:

Cecelia J. Cagni, Development and Communications Coordinator
Margo L. Corey, Assistant to the Director of the
Working Together Consortium (resigned 3/01)
Catherine M. DeLoughry, Project Manager
Joshua S. Donner, Policy Analyst
Cheryl Drayer, Area Assistant, West Central Office, Economy League
Regan J. Fetterolf, Director of Communications and Development
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Laura S. Fisher, Assistant Director and Director,
Working Together Consortium
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