



NEIGHBORHOOD **ALLIES**

**STRATEGIC PLAN UPDATE  
2025-2027**

*Expanding Opportunity*



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**McAULEY MINISTRIES**  
A HERITAGE OF HOPE

Bank of America  
1228 Walnut Street  
Pittsburgh, PA 15222  
0012345678

01234567

PAY Two Million and 00/100 Dollars

DATE 09/23/2022

AMOUNT \$2,000,000.00

TO THE ORDER OF NEIGHBORHOOD ALLIES  
429 4TH AVE STE 1900  
PITTSBURGH, PA 15219-1505

*CEO Signature*  
CEO Signature

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NEIGHBORHOOD **ALLIES**





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## Strategic Plan Update 2025-2027 Expanding Opportunity

Our North Star goal is to expand our resources to accelerate, scale, and sustain the work of our community partners to create healthy neighborhoods of opportunity and move 100,000 low-to-moderate income Pittsburghers up the socio-economic ladder over the next 10 years.

This strategic plan update will serve as our guiding document for Neighborhood Allies' work between 2025 – 2027. The Plan reflects our aspirations and values—as we look to the future of Neighborhood Allies' efforts to lead reinvestment in Pittsburgh's neighborhoods—equitably, effectively, and efficiently ensuring that we foster neighborhoods of opportunity and social-economic mobility, in service of our most vulnerable populations, and those most at risk of being systemically isolated and removed from economic opportunities.

Together, we are forging unprecedented, impactful partnerships that drive meaningful change across the Pittsburgh region and beyond.

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### Our strategic goals and objectives over the next 3-years:

1. Strategic Alignment and Growth
2. Economic Mobility and Workforce Empowerment
3. Building a Regional Model for Community Development
4. Vibrant, Resilient, and Equitable Neighborhoods
5. Elevating Neighborhood Allies' Role and Impact
6. Empowerment, Innovation, and Mental Health Support
7. Embedding Equity, Data, and Social Justice in Every Action
8. Focusing on What We Do Best
9. Agility and Speed in Response to Rapid Change

NEIGHBORHOOD ALLIES



# Theory of Change

We create healthy neighborhoods of opportunity and help move low-to-moderate income Pittsburghers up the socio-economic ladder by facilitating transformative change across four areas of impact:

**Neighborhood Development**  
**Economic Mobility**  
**Mental Health**  
**Impact-Driven Partnerships**



We create this transformative change by deploying services including:

**Funding**  
**Public Programming**  
**Capacity Building**  
**Partnerships**



We measure the success and impact of these services by tracking primary metrics including:

**Dollars Invested**  
**Education/Trainings Sessions Provided**  
**Hours of Technical Assistance Provided**  
**Number of Convenings Organized**



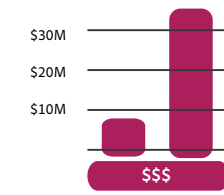
We further measure the success and impact of these services by tracking secondary metrics such as:

**Dollars Leveraged**  
**Jobs Created/Retained**  
**Placemaking and Placekeeping Projects Completed**  
**Small Businesses Supported**  
**People Served**  
**Community Building Events Organized**

# Impact Since 2021:



We invested over \$2.5 million in community capacity building, benefiting over **2,000** leaders and **350** community organizations.



We invested over **\$6 million** in community-driven real estate, completing **175 placemaking and placekeeping projects**, and leveraging it into more than **\$37 million**.



We facilitated and completed **3 strategic intergrations** into our organization: Steel Smiling, Omicelo Cares and Fund My Future PGH.



We provided free, one-on-one financial counseling to over **3,500 residents** at the Financial Empowerment Center.



We connected nearly **2,500 Black adults** with mental health training and services.



We built two digital inclusion centers and provided resources and education to over **7,500 families** to bridge the digital divide.



We supported more than **300 MWDBE businesses**.



Our work has helped create or retain nearly **1,000 jobs** for Pittsburgh residents.

**We are proud of this work and are energized to carry it forward into the next 3 years.**

# We will facilitate transformative change across four impact areas:



## 1. Neighborhood Development

Co-creating resident-focused solutions that impact affordable housing, small businesses, and placemaking efforts.

- Real Estate Co-Powerment Series
- Social Impact Design
- Get Online Grow Online
- Centralized Real Estate Accelerator
- Neighborhood Capital Fund
- Preservation Working Group



## 2. Economic Mobility

Addressing racial, gender, and geographic inequities in income, wealth, and opportunity.

- Allegheny County Financial Empowerment Center
- Fund My Future PGH
- Asset Building Network
- Bank On Allegheny County
- HomeBase
- Financial Education
- Mobile Digital Skills Classes
- Pittsburgh Digital Equity Coalition Working Group



## 3. Mental Health

Bridging the gap between Black people and mental health support through education, advocacy, and awareness.

- Beams to Bridges
- Steel Healing
  - Peer Support
  - Wellness Navigation
- Black Mental Health Fund



## 4. Impact-Driven Partnerships

Aligning shared goals, resources, and accountability to create solutions to address systemic challenges and drive sustainable neighborhood growth and socio-economic mobility.

- Advisory Services for Community Transformation
- RISE HIGH Grant Partnership Program
- Organization-In-Residence
- Sponsorships
- The Partnership Network

# How We'll Do It

## Funding

We will invest **\$9,000,000** over the next three years in the form of sponsorships, grants, and equity investments.

Annually, our key objectives are to:

- Invest \$2.5 million through Pre-Development Grants, Equity Investments, and Credit Enhancements
- Leverage \$8-10 million
- Invest \$100,000 through flexible grants to small businesses and entrepreneurs to grow and expand their revenue and business models
- Invest \$100,000 into Black Mental Health Fund for covering the cost of community member treatment and support groups
- Invest \$165,000 through Growth and Convergence Grants
- Invest \$12,000 through Community Sponsorships

## Public Programming

We will offer **10,000 targeted training and education sessions** over the next three years focused on imparting specific knowledge, skills, or competencies to individuals or groups.

Annually, our key objectives are to:

- Host 500 sessions with Get Online Grow Online participants
- Host 26 Real Estate Co-Powerment Series sessions
- Host 20 Social Impact Design Engagement and Design Workshops
- Provide 2,000 financial education sessions at the Allegheny County Financial Empowerment Center
- Host 6 Financial Education sessions
- Deliver 250 Digital Upskilling Sessions
- Provide 25 Beams to Bridges Mental Health Trainings
- Host 72 Mental Health Peer to Peer Support Group Sessions

## Capacity Building

We will provide/deploy **7,000 hours of technical assistance (TA)** over the next three years to strengthen the capabilities of organizations and communities to maximize their impact, achieve their goals, and sustain improvements over time.

Annually, our key objectives are to:

- Provide 800 hours of custom advisory services to core partners
- Provide 1,200 hours of Real Estate and Neighborhood Development based TA
- Provide 20 hours of financial education and account opening assistance
- Provide 40 hours of fee-for-service mental health activities
- Provide 150 hours of TA to grant applicants
- Provide 90 hours of grant writing TA
- Provide 150 hours of TA and professional development to the Organization In Residence

## Partnerships

We will organize **150 convenings of our networks and partnerships** over the next three years that effectively tackle and address deep, systemic challenges, leverage complementary investments and resources, and achieve common goals and impact.

Annually, our key objectives are to:

- Host 12 convenings of the Preservation Working Group
- Facilitate 6 Equity Centered Design Network workshops
- Deliver 10 Fund My Future PGH presentations and 2 events per year, with 20 community partners
- Convene 3 sessions of the Bank On Coalition
- Host 2 Asset Building Network convenings
- Lead 10 convenings of The Partnership Network



## Who We Are

Our **mission** is to engage Pittsburgh area residents and organizations with innovative tools that expand opportunity for transformative community change.

Our **vision** is for all neighborhoods to be resilient, thriving, and equitable.

We **promise** to create pathways of opportunity that lead to healthy neighborhoods. We define a **healthy neighborhood of opportunity** as a vibrant, safe community, characterized by a high quality of life and well-being for all residents, strong market confidence, and a proud, celebrated neighborhood identity. It fosters a sense of community ownership, building community wealth, while championing equitable development that paves the way for inclusive growth, access to the larger economy, and ensures that everyone has the bedrock of resources they need to thrive. A healthy neighborhood creates opportunities that improve physical and mental health, where families flourish, businesses succeed, and everyone shares in a brighter, more prosperous future.

We define the **socio-economic ladder** as the levels of economic and social positions in society, where people can move up or down based on factors such as income, employment and entrepreneurship, education, housing conditions/homeownership rates, mental health, and access to resources. Neighborhood Allies helps residents in Pittsburgh's underserved communities climb this ladder by investing in both people and places.

**Our stakeholders** consist of deeply engaged nonprofits, foundations, residents, governments, and private sector partners committed to building a healthy and equitable community for all.

**Our Superpower:** as the leading nonprofit intermediary organization, we boldly declare our commitment to leading transformative reinvestment efforts across our neighborhoods. We wholeheartedly recognize our invaluable community partners, whose collaboration and support fuel our collective capacity to improve the quality of life for our residents.

**Our Core Values:** Collaboration, Equity, Flexibility, Innovation, Compassion, Accountability.





# We will invest.

These financial resources enable small businesses, real estate developers, and nonprofits to launch and expand their work. By offering targeted investments, we help organizations build sustainable operations and bridge gaps in capital, especially for historically underfunded communities. Our goal is to ensure these projects thrive, leveraging funding to create long-lasting change in the communities we serve.

## 1. Centralized Real Estate Accelerator and Neighborhood Capital Program

**GOAL: Invest \$2,500,000 annually through pre-development grants, equity investments, and credit enhancements, and leverage \$8-10M Annually**

- Accelerate Project Development
- Champion Racial Wealth Equity
- Catalyze Funding Partnerships

## 2. HomeBase

**GOAL: Invest \$100,000 annually in the form of flexible grants to help small businesses and entrepreneurs**

- Overcome barriers to growth
- Generate additional revenue
- Grow, expand, and become resilient

**We invested over \$6 million in community-driven real estate, leveraging it into more than \$37 million throughout 2021-2023.**



## 3. Steel Healing | Black Mental Health Fund

**GOAL: Invest \$100,000 annually into Black Mental Health Fund for covering the cost of community member treatment and support groups**

- Remove barriers to accessing culturally aligned therapists for Black residents of Allegheny County
- Provide free support in navigating the mental health system
- Provide Black residents with access to free community support groups and healing circles.

## 4. RISE HIGH Grant Partnership Program

**GOAL: Invest \$240,000 through direct grants**

- Forge trust-based partnerships with grantees that directly serve our targeted population
- Nurture long-term partnerships to achieve mutually aligned goals and objectives

## 5. Community Sponsorships

**GOAL: Invest \$12,500 annually**

- Support partnerships that contribute to positive neighborhood change
- Leverage investments to enhance neighborhood experiences





## We will train and educate.

We provide targeted training and education services to empower individuals and communities with the knowledge and skills needed to address critical challenges. We also provide specialized training to support small businesses, community organizations, and individuals, equipping them with the tools to succeed. Our public programs help participants achieve tangible, long-term improvements in their personal and professional lives.

### 1. Get Online Grow Online

**GOAL: 500 sessions with small businesses annually**

- Supply businesses with personalized e-commerce solutions to help them enter the digital marketplace
- Aid businesses in implementing new, creative ways to reach their customers through online interaction

### 2. Real Estate Co-Powerment Series

**GOAL: 26 sessions with residents annually**

- Demonstrate how community members, organizations, and small business owners can participate and benefit from their own neighborhood revitalization
- Teach ways to get active projects across the finish line through coaching and mentorship

### 3. Social Impact Design Engagement Workshops

**GOAL: 20 sessions annually**

- Support the realization of community projects by acting as a translator of community visions to architects, urban designers, and developers
- Make architectural and urban design accessible to historically disinvested communities and residents

### 4. Digital Inclusion Centers and Mobile Digital Skills Classes

**GOAL: 250 upskilling sessions annually**

- Support personal and professional digital skills development
- Partner with regional digital skills organizations to serve adults 18+ and English Language Learners

### 5. Allegheny County Financial Empowerment Center

**GOAL: Serve 1,000 clients in 2,000 sessions annually**

- Provide free, one-on-one professional counseling assistance to help clients achieve financial stability and meet their goals
- Support clients in navigating complex financial challenges with professional expertise and actionable strategies

### 6. Financial Education

**GOAL: Serve 1,000 clients in six sessions annually**

- Increase confidence and knowledge in managing money issues
- Foster a deeper understanding of personal “money scripts” and attitudes
- Establish actionable plans for savings, debt reduction, or retirement contributions and support progress toward these goals
- Convene a peer community for Black women to engage, share, and learn about saving and investing



### 6. Beams to Bridges

**GOAL: 20 sessions annually**

- Provide Black residents with education and support about mental health
- Equip participants with tools to promote self-care and community care

### 7. Steel Healing | Peer Support Groups

**GOAL: 72 sessions annually**

- Provide Black residents with free mental health support groups
- Offer healing circles for Black residents to foster community well-being

### 7. Steel Healing | Wellness Navigation Services

**GOAL: 100 community sessions annually**

- Refer community members to local resources to foster mental well-being (e.g., therapy, medication management, support groups, etc.)

**We provided free, one-on-one financial counseling to over 3,500 residents at the Financial Empowerment Center throughout 2021-2023.**



## We will build capacity.

We provide technical assistance and custom advisory services to help achieve genuine, equitable, and lasting community transformation. This work strengthens the capabilities of organizations, or communities to maximize their impact, achieve their goals, and sustain improvements over time and enables us to address systemic issues and promote sustainable change across neighborhoods and sectors. This comprehensive and deep work includes:

- Transferring **grant writing capacity** and skills to small businesses and real estate developers
- Exposing small businesses and real estate developers to **new funding opportunities**
- **Building the capital stack** for community-based projects
- Providing **feasibility analysis** to emerging developers
- Providing **Community Engagement and Design Support**
- Providing pre-development **project management services** to emerging developers
- Enhancing **Organizational Development**
- Amplifying **Storytelling and Outreach Efforts**
- Advancing **Economic and Community Development Support**
- Facilitating **Community Engagement Services**

### 1. Neighborhood Real Estate Development Training

**GOAL: Provide 1,200 hours of technical assistance annually to emerging developers**

- Provide feasibility analysis
- Offer grantwriting support
- Provide pre-development project management services

### 2. Social Impact Design Engagements

**GOAL: Provide 200 hours of community engagement and design technical assistance annually**

- Center resident voices in the real estate design and development process
- Create opportunities for residents to “co-design” with developers and/or municipal agencies

### 3. Bank On Allegheny County

**GOAL: Provide 20 hours of financial technical assistance annually**

- Expose underbanked/unbanked populations to safe and affordable banking products and services
- Facilitate newly opened bank accounts
- Better preparedness for college through connections to financial education for parents and students
- Connect individuals to financial counseling through the Financial Empowerment Center

### 4. Steel Smiling | Trainings, Workshops, and Consultations

**GOAL: Provide 40 hours of systemic mental health technical assistance**

- Advance goals to create improved healthcare services for Black residents by training healthcare workers in cultural humility
- Advocate for more community mental health support services

### 5. Steel Healing | Peer Support Groups

**GOAL: 72 sessions annually**

- Provide Black residents with free mental health support groups
- Offer healing circles for Black residents to foster community well-being
- Support the development of new initiatives for Black Mental Health in Allegheny County

### 6. RISE HIGH Grant Partnership Program

**GOAL: Provide 150 hours of technical assistance to grant applications annually**

- Broader capacity-building support to small community-based organizations (CBOs) and non-profits
- Support for high-impact programs and services
- Leverage additional philanthropic support

### 7. Organization-In-Residence

**GOAL: Provide 150 hours of technical assistance and professional and organizational development to the current Organization-In-Residence (OIR) annually**

- Nurture organizational growth by enhancing operational structure, leadership, and community engagement efforts, helping them grow and adapt to meet the evolving needs of the populations they serve
- Position organization and staff to manage resources, streamline processes, and implement effective programs, ensuring they can deliver high-quality services to the community at scale
- Support organizational sustainability by helping them diversify funding sources, build partnerships, and implement strategic planning





## We will partner.

We convene networks and partnerships that effectively tackle and address deep, systemic challenges, leverage complementary investments and resources, and achieve common goals and impact. By working collaboratively with regional stakeholders such as financial institutions, real estate developers, mental health organizations, and local residents, we help create networks that align resources and expertise to tackle complex issues, foster transparency, resource alignment, and capacity-building. These partnerships ensure that our efforts are sustainable and that community needs are met in a holistic, collaborative way.

### 1. Preservation Working Group

**GOAL: 12 convenings annually**

- Preserve 150 units of affordable housing annually across partners

### 2. Equity-Centered Designer Network

**GOAL: 6 convenings annually**

- Allow for learning and networking among Black design professional
- Connect Black design professionals to growth opportunities by engagement with established firms

### 3. The Partnership Network

**GOAL: 10 convenings annually**

- Leverage resources and capital within the community development ecosystem to align resources, create transparency, and build deeper capacity among CDCs, CBOs, and residents

### 4. Fund My Future PGH

**GOAL: Attend 75 convenings annually**

- Increase the number of households with long-term children's saving accounts
- Increase the number of households making regular deposits into savings accounts

### 5. Bank On Coalition

**GOAL: 3 convenings annually**

- Support initiatives aimed at expanding financial inclusion

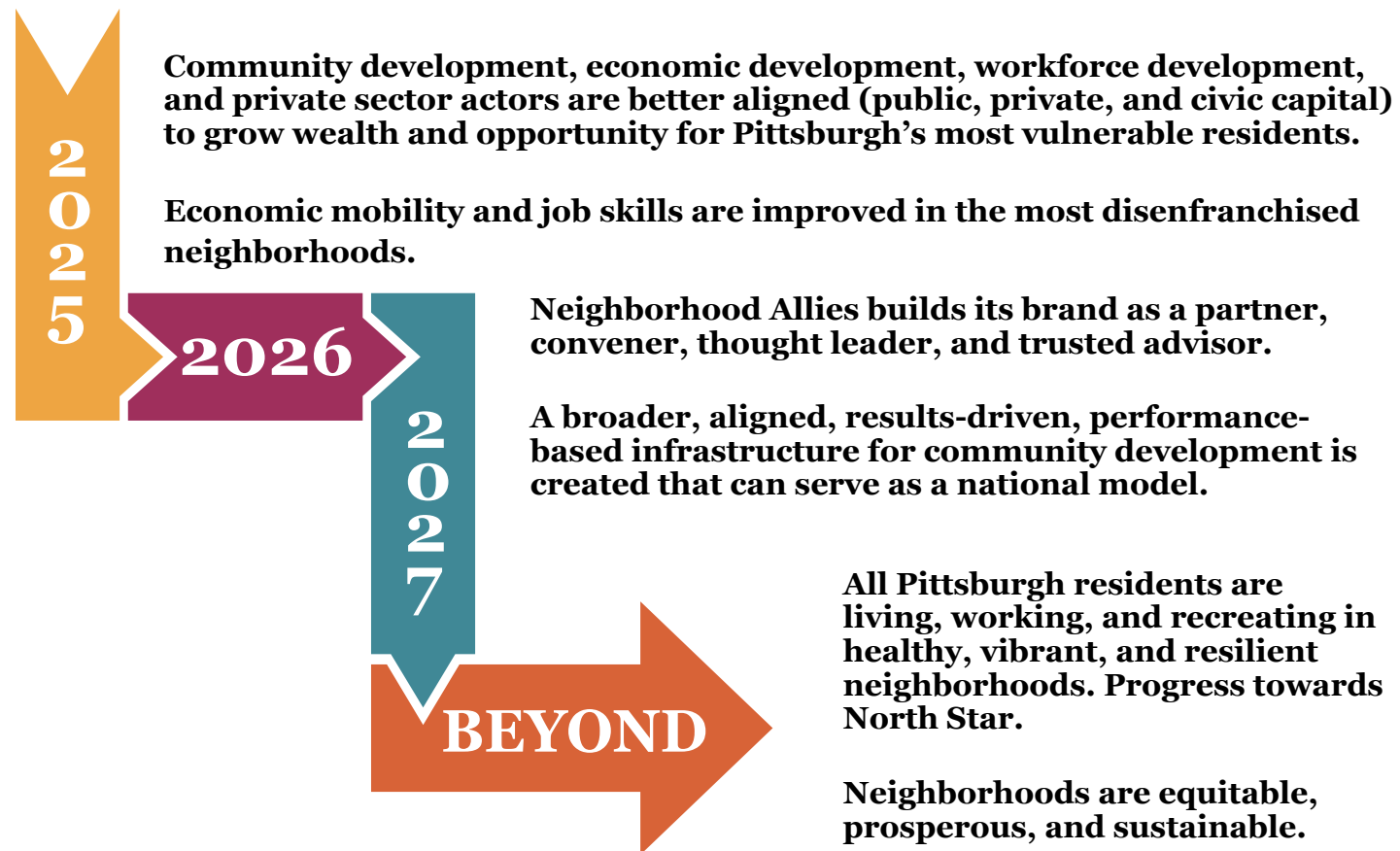
*“Let us embrace the power of collaboration, forging partnerships that propel our missions forward and create a more fair and just society, where all can participate, prosper, and reach their full potential.”*

- Presley Gillespie  
President and CEO





## Long-term Impact



We are transitioning our organization from a successful start-up to an enduring enterprise by:

- 1. Strengthening financial stewardship to ensure enduring success.**  
We will increase unrestricted capital to 15% of total current assets in the short-term and 50% in 10 years, maximizing sustainability and our capacity to attract diverse funding and manage risks effectively.
- 2. Using data-driven approaches to guide our programs and focus on targeted messaging, expanded audience engagement, and impactful storytelling.**  
By harnessing the power of data analytics and impactful storytelling, we will amplify our organizational impact, enhance stakeholder engagement, and attract new partners and supporters.
- 3. Investing in our team's professional development to foster the supportive work environment that is crucial for long-term impact.**  
We will enhance our workforce, pay equitable wages, and retain top talent to advance community development initiatives effectively.

## Strategic Goals and Objectives

- 1. Strategic Alignment and Growth**  
Collaborate across sectors to align resources, drive wealth creation, and expand opportunities for Pittsburgh's most vulnerable residents.
- 2. Economic Mobility and Workforce Empowerment**  
Boost financial literacy, provide funding access, and support minority- and women-owned businesses to enhance economic mobility and job opportunities in underserved neighborhoods.
- 3. Regional Community Development Model**  
Build a performance-driven framework that aligns stakeholders to create measurable, lasting impact across the region.
- 4. Vibrant, Resilient, and Equitable Neighborhoods**  
Promote equity, prosperity, and sustainability, ensuring all residents enjoy healthy and thriving communities.
- 5. Elevating Neighborhood Allies' Role**  
Solidify our position as a trusted partner and thought leader by investing strategically and amplifying stakeholder voices through impactful partnerships.
- 6. Empowerment, Innovation, and Mental Health**  
Empower residents, support small businesses, drive innovation, and expand access to mental health resources through peer support and leadership development.
- 7. Equity, Data, and Social Justice**  
Integrate racial equity and social justice into all actions, using data to guide decisions, set goals, and track progress.

- 8. Focusing on Strengths**  
Prioritize programs where we excel, scaling our impact through stronger, more inclusive partnerships.
- 9. Agility and Speed**  
Adapt quickly to economic and social changes with flexible, responsive programs that address community needs effectively.





# Conclusion

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As we embark on this next chapter, our 2025-2027 Strategic Plan reflects our unwavering commitment to building an equitable, prosperous, and resilient Pittsburgh. Grounded in our core values and guided by ambitious yet achievable goals, this plan charts a bold course for Neighborhood Allies to expand its impact, empower communities, and foster economic mobility and opportunity for all.

We recognize that achieving these objectives requires the collective efforts of our team, partners, funders, and the communities we serve. Together, we will continue to co-create solutions, strengthen impactful partnerships, and invest strategically to address systemic challenges, ensuring that no one is left behind.

The journey ahead is both challenging and exciting, but our vision is clear: vibrant, inclusive neighborhoods where every resident has the opportunity to thrive. With a focus on equity, innovation, and sustainability, we are confident that the work we do today will pave the way for lasting change in Pittsburgh's neighborhoods and beyond.

We invite you to join us in realizing this vision. Together, we will transform possibilities into realities, reinforcing Pittsburgh as a model for equitable community development that uplifts its most vulnerable populations.

The future of Neighborhood Allies is not just about adapting to change—it's about leading it.

***Let's continue building together.***