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Growth Through Energy and Community Health (GTECH) works with people to transition land use liabilities into community assets and improve the economic, social, and environmental health of our communities.

# "The end of all our exploring will be to arrive where we started and know the place for the first time."

- TS Eliot

In 2007, GTECH was launched with the notion that vacant land can serve as a platform for fueling community health. Since then we have trialed dozens of innovative strategies to bridge community development efforts and the green economy.

In the last three and a half years GTECH has doubled in staff and budget and scaled our reach throughout the region. We established a focused and potent strategic methodology enabling us to exceed our planned goals while also revealing new ways to achieve systemic change for community benefit. Milestones of this evolution include the inspiring work of almost 100 Ambassadors equipped and empowered to put their own ideas into action; the launch of lotstolove.org; the build out of half a dozen Green Playces; mapping and identification of thousands of assets to inform a community connectivity plan; a vibrant network of Social Capital Council partners; and an incredibly dedicated and hardworking team.

This growth has also required the confrontation of some critical questions to define our next phase of development. How are we achieving the most impact? What strengths do we want to build from? What should we stop doing? What are we willing to commit to? These were among our defining questions to bring us to an updated strategy, focus, and mandate through the next few years. As a result, we seek to focus our energy on the partnerships, approach, and strategies to help make the Pittsburgh region the most innovative, inclusive, and effective in transitioning land use liabilities into community assets.

In doing so we officially sunset the ReFuel waste oil recycling program and successfully transitioned the ReEnergize residential energy conservation program to our partners at Conservation Consultants Inc. Consequently our renewed focus and energy is directed towards reclaiming vacancy, blight and disinvestment as the ideal starting point for a comprehensive community development process.

The problem with vacant land is that it is the aggregation of tens of thousands of small, scattered problems. The problem is essentially decentralized. It is for this reason that we believe the solution is to effectively distribute capacity (knowledge, resources, and relationships) to those individuals and communities most affected by the problems and passionate about solutions that stem from them. This combined with a belief that our greatest achievements will occur through a collective effort and that we must be the change we wish to see in the world has galvanized our new strategic goals. Please see more about strategy at www.gtechstrategies.org/resources.

We have always felt that change can start small and that change can be beautiful. While we certainly have our work cut out for us, 2015 was a year that proved we are on the right track.

In Service,

Andrew Butcher, Co-Founder & CEO

#### 2015-2016 STRATEGIC GOALS

Building on the momentum of several years of growth, GTECH developed a new strategic plan in June 2015 galvanized by a new mandate:

Help make the Pittsburgh region the most innovative, inclusive, and effective in the country in transitioning land-use liabilities into opportunities for community health and resilience.

Since its inception, GTECH has worked at the intersection of community development and the green economy. Now, balancing policy change and onthe-ground interventions, we are focusing our efforts on vacancy, blight, and disinvestment. We are fortunate to work as part of a dedicated network of

partners and are more excited than ever to fuel a process to turn problems into opportunities.

Always committed to collaboration, creativity and getting things done, we recognize people are products of their environment. Over the last nine years we have verified that vacant, blighted land is often an ideal starting point to enable a comprehensive community development process. This informs interconnected goals seeking to cultivate **PEOPLE** passionate about taking action to improve **PLACES** while contributing to a **PROCESS** built upon a foundation of empowerment and tangible results.

# Distribute capacity in vulnerable communities to EMPOWER PEOPLE

- Motivated people with the capacity to make positive changes in their environment
- All people, from youth to adult, engaged in the process of reclaiming vacant land
- Improved Health (e.g., behavioral activation, physical exercise, healthy diet, reduced isolation and depression, cleaner environment)
- Maximized information and resource sharing
- Pathways for employment, training and education of community partners
- Individual pathways for personal/ professional development
- People interacting with their environment to uncover new opportunities that others miss

# Transition land use liabilities into community assets to IMPROVE PLACE

- Empowered communities who shape their own futures
- Reclaimed vacant land
- Reclamation efforts linked to community health and resiliency agenda
- Green Infrastructure investments
- Economic opportunities to reduce waste
- Updated public policy and processes
- Improved access to clean and green spaces
- Enjoyment in usable public spaces
- Strong neighborhood relationships and partnerships
- New community dialogues
- Neighborhood engaged in local solutions
- Products from vacant land (e.g. rainwater, garden produce, trees etc.)

### Apply innovation to SYSTEMS-LEVEL PROCESS to foster collective impact

- Incentivized culture of creativity, problem solving and innovation
- Expanded capability for research, development and application of new ideas
- Bundled services increasing scale and scope of appropriate interventions
- Increased social capital enabling opportunities
- Products, processes and resources that connect dots and fill gaps
- Best practices in management used to plan, organize projects, align resources, monitor outcomes and provide team leadership
- Original ideas taken from new concept to the reality of potential launch
- New and diverse programming
- Increased efficiencies in execution of programming

# Ensure GTECH is a STRONG ORGANIZATION

- Increased independence due to financial self-sustainability
- Ability to retain and recruit talented and passionate team members
- Diversified funding sources
- Staff-driven ideas that inform new opportunities
- Increased efficiency in operations
- Empowered, solution-oriented team
- Fiscally sound organization that is a prominent regional asset
- Increased diversity in team members, partners and network at large

3042 total volunteer hours



active 49 Ambassadors



lots activated

1800

**AIM data assets** mapped

**Green Workplace** Challenge



**1st Place Awards** 



122/2 hours of educational training



new Pittsburgh **Local Data** Collaborative members

community partners engaged













**260** new Instagram followers

291 newFacebook likes

**1000** new Twitter followers

85 new LinkedIn followers

members of the





118

kits

# **2015 PROJECTS**

- 1 ReClaim McKeesport\*
- 2 Lots to Love\*
- 3 Biobox
- 4 Two Wheels Lots of Green
- **5 Green Boulevard Acquisition Study**
- 6 412 Build
- 7 St. John's Green
- 8 Green Playces Homewood\*
  9 Blight Bootcamp\*
- \* Featured Projects

- 10 Landforce Planning\*
- 11 Resiliency Planning
- 12 GTECH on the Go\*
- 13 ReClaim Northside
- 14 Northside AIM\*
- 15 Social Capital Council\*
  16 Healthy Homes Incentive Program
- 17 CEOs for Cities
- 18 Green Playces Northside\*



















































- 1. ReClaim McKeesport Ambassadors working on designs with volunteer landscape architects.
- 2. Ambassador Rochelle presenting her project at a community meeting.
- 3. Volunteers at Julie's vacant lot project.
- ReClaim McKeesport Ambassador Dana Jackson and her daughter at her vacant lot project. Photo by Alexander Denmarsh.
- 5. GTECH staff members Jibran, James, and Lydia K. working on a McKeesport vacant lot.
- 6. Ambassadors Rochelle, Rhonda, Hank, Kim, and Shari at a networking event.
- 7. Ambassador Rhonda at her vacant lot project, Noah's Ark Community Park. Photo by Alexander Denmarsh.

# **RECLAIM MCKEESPORT**

The story of McKeesport can be seen in its 614 acres of vacant land, telling of its former glory. ReClaim McKeesport gave neighbors an opportunity to reclaim their city one lot at a time, trowel in hand.

GTECH studied the feasibility of a ReClaim Ambassador running program in a Mon Valley municipality and selected McKeesport for GTECH's first Ambassador program outside of the City of Pittsburgh. Beginning in October 2014, 10 McKeesport residents attended 30 hours of classes led by GTECH to prepare for reclaiming vacant lots in their communities. In the spring, each Ambassador presented their idea at a community event and rallied volunteers to build out their project on the ground. Throughout the spring and summer, volunteers put in 1210 hours of work over the course of 31 volunteer events.

The Ambassadors, who came from a variety of McKeesport neighborhoods, had an opportunity to collaborate through GTECH classes as they shared ideas and their networks, ultimately

"The idea is for there to be beauty — so when children and adults alike walk by they notice beauty rather than blight or disrepair."

### - Shari Leidig Holland

ReClaim McKeesport Ambassador

creating stronger projects. Through the relationships between the Ambassadors as well as the support of volunteers, The City of McKeesport, McKeesport community groups, and local organizations and businesses, 9 vacant lots were transformed into spaces for the community.

The projects include a butterfly garden, an improved railroad crossing, a gateway project, a youth-centric park, an outdoor learning space, a gateway to the Great Allegheny Passage trail, a community space at a reservoir, and a community parklet. Through these physical enhancements, education, and community building, the McKeesport Ambassadors worked hard to reclaim McKeesport.

# **LOTS TO LOVE**

Lots to Love is an online guide for engaging community organizations and residents in the process of transforming vacant lots into well-loved spaces. The Greenspace Alliance, Shift Collaborative, LocalData, The City of Pittsburgh, and GTECH worked together to create this user-friendly, interactive website as a centralized resource for finding, activating, and maintaining vacant lots around Allegheny County. Lots to Love is a great starting place for those looking to make change in their neighborhoods.

Specifically, Lots to Love contains an interactive map showing the 45,000 vacant lots and the location of existing projects on vacant lots in Allegheny County. Users can click on each parcel to learn information about the owner, tax status, and current use. The map platform, created by LocalData, allows individuals to add their own projects by completing a simple survey. Lots to Love also has a step-by-step guide that takes visitors through the process of reclaiming vacant land. As a one-stop resource, Lots to Love

"I think everyone deserves access to information. Knowledge is power and there are not enough people in our neighborhood who understand and realize that information and the application of information is powerful."

#### - **Cynthia Levy Mendoza** *ReClaim Northside Ambassador*

includes up-to-date information about relevant policies, and a list of greening and community organizations.

This community-wide engagement tool helps distribute capacity to blighted communities and allows GTECH to share its expertise on reclaiming vacant land widely. In its first year, Lots to Love received 7,420 distinct visitors over the course of 10,184 sessions.

Lots to Love helps GTECH build capacity for reclaiming vacant land by making information friendly, fun, and easy to access so more residents and community organizations are able to make change using vacant land in their neighborhoods.











- 1. The home page of Lots to Love includes a map of vacant land and greening projects in Allegheny County.
- 2. The website is easy to use. Just go to www.lotstolove.org. Anyone can add an existing greening project or a project idea to the map.
- 3. 40th Street Bridge and Foster Street Flower Garden, a featured project by Western PA Conservancy.
- 4. Sankofa Village of the Arts, one of the many greening projects featured on Lots to Love.
- 5. The *Your Lot* page on Lots to Love maps out the process of reclaiming vacant land. Each signpost takes the visitor to a second page with thorough and inspiring information.













- 1. Volunteers work on building components of the Green Playces Propel Northside project.
- 2. A Propel Northside student tests out the chalkboard at the new outdoor classroom.
- 3. Participants in a design charette for the Homewood Green Playce. Photo by Alexander Denmarsh.
- 4. A Propel Northside student tries the marimba for the first time.5. Dedication ceremony for the Homewood Green Playces project.
- 6. The completed Homewood Green Playces project.

## **GREEN PLAYCES**

GTECH developed Green Playces in response to a demonstrated need for more environmental education and playspaces in areas with the highest vacancy (according to the 2014 Youth in Green report). Through Green Playces, GTECH facilitates the design and implementation of outdoor play and learning spaces, and

"Learning takes place inside and outside of school and in many places and spaces! GTECH's Green Playce is making this happen for children in Homewood."

-Pastor Cynthia Wallace Director, Bible Center Oasis Project

supports environmental education for underserved populations through partnerships with youth organizations.

To date, Green Playces has successfully transformed 2 vacant lots into community spaces, including an outdoor classroom in the Northside in partnership with Propel Schools,

and an outdoor kitchen and learning space in Homewood in partnership with the Bible Center Church. Our first two Green Playces have resulted in partnerships with 13 community organizations and 10 environmental organizations.

Overall, these two projects included 5 community-based design charrettes with 59 participants, including 19 youth. During these design charettes, the participants collaborate to create a creative concept for the project. To build the projects on the ground throughout the spring and summer, 11 community volunteer days were held with 156 volunteers completing 600 hours of community service. In addition, each site included an art project, exposing over 50 students to new media such as clay tiles and glass mosaics. Green Playces continues into 2016, working to transform four vacant lots in the Hill District, the Hilltop, the City of McKeesport and the Borough of Wilkinsburg.

## **SOCIAL CAPITAL COUNCIL**

The GTECH Social Capital Council is a cadre of energetic and socially-conscious professionals who actively support and promote GTECH. Through custom partnerships and the staging of fun and meaningful events, those who don't necessarily work in the social sector can connect with community development activities, green economy issues and other sustainability projects.

Relationships between GTECH and Social Capital Council Members drive investments in GTECH's programming to sustain our mission. Our corporate and individual donors increasingly care about how donations are being used and the impact being generated as a result of their contribution. The Social Capital Council provides these donors the opportunity to take an active role in scoping out projects for partnership and engaging their employees through on-the-ground days of service.

Social Capital Council events are designed to grow the local ecosystem for social innovation and help sustain GTECH financially. Over the course of the year the Social Capital Council has produced and participated in 20

events that connected 1,949 people with GTECH's work and networks and raised \$58,480 in event revenue, sponsorships, memberships and in kind donations. These events provided networking opportunities while exploring challenges and solutions for issues affecting community health. Featuring local and national speakers, the topics of these events included water management, urban agriculture, green spaces, using open source data platforms for community empowerment, inclusive community development and innovation.

"Through the Social Capital Council I've met cool, likeminded people, attended awesome events, learned about some sweet socially innovative things going on in the 'burgh and got involved with communities while donating my unique skills to GTECH."

-Emily Bayer SCC Member











- 1. One event hosted BLK SHP, a network of some of America's leading creative thinkers, writers, policy-makers, artists and entrepreneurs, in Pittsburgh for a discussion.
- 2. Bikers taking a tour of green spaces in the Northside during the 4th annual Two Wheels Lots of Green. Photo by East End Studios.
- 3. FedEx Ground volunteer day.
- 4. The third annual Wethoptober event, hosted at Wigle Whiskey.
- 5. Two Wheels Lots of Green bikers visiting a community garden on North Avenue. Photo by East End Studios.

# ONE NORTH SIDE













- The AIM project was part of the One Northside initiative
- 2. Information was collected about assets in every neighborhood of the Northside
- 3. An event called People Places Spaces celebrated the completion of the project and shared finding
- Residents were asked to share about Northside assets to contribute to the data set.
- 5. The AIM fellows held pop-up events and attended meetings around the Northside to gather input from neighbors
- b. A picnic in Spring Hill allowed the fellows to learn from Northside heighbors.
- 7. This Northside graphic was created by GTFCH intern. Nick Fazio.

# **NORTHSIDE AIM**

Pittsburgh's Northside is full of culture and history, yet its incredible assets had not been cataloged and mapped. To do just that, GTECH worked with an interdisciplinary team of 11 student researchers from Penn State, Chatham University, and Carnegie Mellon University to investigate the gems of the Northside. The result of that work

"This holistic view of Northside offerings will help ensure the inclusiveness and connectedness of future planning and development efforts."

#### - Diana Bucco

*Vice President, Buhl Foundation* 

was a dataset of nearly 1800 assets, 1 interactive map and 21 static maps. A website, www.northsideaim.org, was created to ensure that the information was available for anyone who wanted to see it.

The community planning effort that developed the One Northside plan identified Quality of Place as a major focus of a revitalized Northside. In particular, participants identified the importance of residents' and visitors' need for more safe connections between neighborhoods. To move that vision forward, the community has encouraged the development of a trail system that would link neighborhoods while emphasizing the unique features of each neighborhood.

The asset inventory map (AIM) created by the student research team will help to insure that the trail system would incorporate and impact as many features of the Northside as possible.

The AIM process identified gems in each one of the Northside's neighborhoods. Major themes of the asset inventory include Environment, Culture. Entertainment, and Transit. The team was able to engage nearly 300 community members, over 25 technical partners, and dozens of community groups to inform the process. GTECH developed an action plan for the next steps through benchmarking research, stakeholder input and data analysis in hopes of creating a trail system to connect all 19 Northside Neighborhoods to further the goals of One Northside.

# **BLIGHT BOOTCAMP**

Blight Bootcamp was a day-long event to learn about resources and best practices to increase the impact of community-led blight elimination efforts. The event was put together collaboratively by the Blight Working Group, consisting of the City of Pittsburgh, Neighborhood Allies, GTECH, Pittsburgh Community Reinvestment Group, and The Design Center Pittsburgh. The Blight Working Group was assembled by the City of Pittsburgh's Permits, Licenses, and Inspection department in an effort to creatively tackle blight through a consortium of diverse organizations that address the issue. Blight Bootcamp was the flagship event of the Blight Working Group.

"Fighting blight is definitely a collaborative effort, and the bootcamp encouraged interaction and support of the others around us fighting the same fight."

- Bethany Bloise Mon Valley Initiative The Bootcamp gave residents, nonprofits, and government reps the chance to meet, mingle, and educate each other on topics surrounding the issues of vacancy and blight in the region.

The day consisted of **9 sessions** on various methods of blight remediation from Resident Led Advocacy to Data Driven Decision Making. Sessions were presented by **34 speakers** of diverse backgrounds, practices and organizations. Blight Bootcamp also hosted a panel discussion addressing how government and communities can work together to address blight, a keynote address from a regional leader in blight reduction, and a resource fair of local programs that assist with blight eradication.

Blight Bootcamp was a tremendous success: over 100 community members attended with 97% of attendees reporting they would recommend Pittsburgh Blight Bootcamp. Resources provided by local and regional experts enriched the experience of individuals and organizations fighting blight.







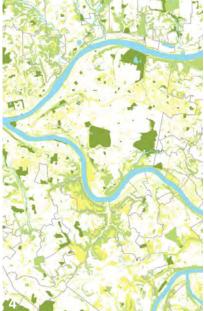


- 1. Over one hundred people from the region attended Blight Bootcamp
- Volunteers helped to make the event a success.
   A participant of Blight Bootcamp who fights blight in West Mifflin.
- 4. Jamil Bev. founder of Urban Kind. presenting during a break-out session









- 1. Participants in the Emerald Trail Corps, the program being expanded as the Landforce
- 2. Pittsburgh Parks Conservancy and Mount Washington Community Development Corporation visit the San Francisco Conservation Corps.
- 3. GTECH, Pittsburgh Parks Conservancy, Mount Washington Community Development Corporation, the Urban Redevelopment Authority, and the Department of Public Works visited the Seattle Conservation Corps, and stopped for a photo opp with a troll!
- 4. A map of open space (green) and vacant land (yellow) in Allegheny County.

# LANDFORCE PLANNING

Since late 2014 GTECH has been working with Mount Washington Community Development Corporation, the Pittsburgh Parks Conservancy, Urban Kind, and the Allegheny Land Trust to plan for the expansion of the Emerald Trail Corps (ETC). Thanks to support from the Hillman Foundation, this highly collaborative effort between six non-profits has given birth to a new enterprise called Landforce (formerly Pittsburgh Conservation Corps).

In 2011 GTECH helped to establish the ETC to support the creation of Emerald View Park by training and employing a local workforce. Bridging historically disenfranchised community members and this valuable green resource proved a success. The need is apparent: vacant land, parks, gardens, riparian zones, and green infrastructure installations across the city demand maintenance, but estimates indicate that over 80% of this valuable real estate and natural capital is not maintained at all.

In order to maximize the efficiency, efficacy, and equity of a county-wide program, we investigated over 30 programs in 15 cities, revealing methods by which people are using

"Working with GTECH to create Landforce has been a remarkable experience — most notable of a long list is their staff's insight on complicated ideas, their intuition about when to step up and when to step back, and their Board's fearlessness exploring and supporting exciting new initiatives."

#### - Ilyssa Manspeizer Executive Director, Landforce

the abundance of green space to change lives and create jobs. We shared our findings and asked for input from land stewardship and workforce development experts in Pittsburgh. Additional due diligence evaluating local market demand and workforce development capacity helped inform the structure and approach of Landforce, ensuring that we expand the market for greenspace stewardship rather than pushing out existing land care providers. These conversations are ongoing, as we continue to build relationships in the dual interest of reclaiming underutilized land and employing under-served people.

## **GTECH ON THE GO**

GTECH on the GO (GOTG) brings awareness around the impacts and potential of vacant land by bringing celebration and collaborative activities to an underutilized space. It can be used to activate a vacant lot, add capacity to an existing event, investigate a community's interest in reclaiming vacant land, and brainstorm ideas for a vacant lot.

In 2015, we held 13 GOTG events in neighborhoods and communities ranging from Homestead to Manchester. Starting in April, we kicked off the season with two events including the FedEx Ground Clean Up in Homewood and Earth Day on the Avenues in Homestead. These events engaged over 100 residents to contribute to greenspaces and community gardens. In May, we revisited Homewood to celebrate the Dick's Sporting Goods Pittsburgh Marathon with "ReClaim the Route," an annual project that deploys tactical urbanism to display a work of public art. Our project had 3 sculptures of runners that were created out of more than 3,000 cans of donated food which were then given to the "While one day is not enough to transform an entire neighborhood, it is enough to change people's perception about vacant land and have them see it as an opportunity rather than an obstacle."

# **-Evaine K. Sing** *Chief Operating Officer, GTECH*

Greater Pittsburgh Food Bank. In June, we partnered with the McKeesport Hospital Foundation to host a unifying event for the municipalities of the Mon Valley. Volunteers from the Mon Valley donated their time to help a ReClaim McKeesport Ambassador with her project. Continuing throughout the summer, there were 6 more GOTG pop **up events** where student researchers collected data that were used for the Northside AIM project. In the fall, GOTG was used to spur conservation around the 3 acre St. John's Green in Brighton Heights. To wrap up the season, we partnered with Word Out and the Uptown Fall Stress Festival to host outdoor games and activities to encourage families to play together.











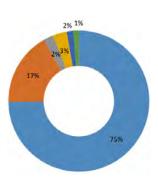


- 1. GOTG visitors at the Uptown Fall Stress Festival playing an outdoor game.
- 2. FedEx volunteers working on a vacant lot project in Homewood.
- 3. Neighbors chatting, playing, and writing down ideas for St. John's Green in Brighton Heights.
- 4. A GOTG volunteer collecting trash during Earth Day on the Aves in the Mon Valley. Photo by East End Studios.
- 5. The final product of a Canstruction GOTG event during the Dick's Sporting Goods Pittsburgh Marathon.
- 6. GTECH participating in the Wigle Whiskey Barrel Roll. Photo by Pennies, Pints, and Pittsburgh.

## FINANCIALS\*

#### **REVENUE**

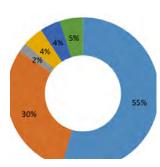
Foundation & NPO	\$ 853,713	
Government	\$ 192,651	
Individuals & Board	\$ 26,752	_
Corporate	\$ 36,117	
Earned Income	\$ 17,688	
Other	\$ 14,093	
Total	\$ 1,141,014	



#### **FXPFNSFS**

27

Personnel	\$ 586,305
Program	\$ 319,770
Professional Fees	\$ 22,149
Office	\$ 46,743
Facilities	\$ 46,964
Travel, Other	\$ 52,873
Total	\$ 1,074,803



### **BALANCE SHEET AS OF 12/31/2015**

Cash	\$ 121,063
Accounts Receivable	\$ 130,564
Other Assets	\$ 10,995
Fixed Assets	\$ 21,151
Total Assets	\$ 283,773
Liabilities	\$ 37,542
Net Assets	\$ 246,231
Total Liabilities and Net Assets	\$ 283,773

<sup>\*</sup> ALL NUMBERS ARE UNAUDITED

#### -CORPORATE PARTNERS-

#### -SCC MEMBERS-

Greg Crowley, Coro Pittsburgh Ian Smith, Energy **Independent Solutions** Jamie Moore, Eat 'n Park Jeff Honnold, ClearMind Consulting Joann Rizzo, AE Works Keri Harmicar, Allegheny Health Network Kimberly Olivito, FedEx Ground Kim Mueller, Fygment Lindsay Patross. C-Leveled Lindsay Surmacz, University of Pittsburgh Cancer Institute Monica Nicola, PPG Paul Morack, Starbucks Phyllis Barber, Highmark Sara Coffey, Shift Collaborative Simone Baer, SPB Strategies Todd Templeton, Google\* William Bernstein,

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Allegheny Conference

NORTHSIDE 14-15
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Ayanna Lee-Davis
Bridget Little
Cynthia Levy-Mendoza
Dorrie Smith
Douglas Deckert
Heather Gacek
Jay Donaldson
Linda Wallen
Mark Rawlings
Matthew Yurkovich
Nicole Flaherty
Riley Baker

REENERGIZE 14-15 George Thomas Jessica Petho Mandy Wolovich Mischelle McMillan Leslie Boone Raqueeb Bey Rhonda Sears Sarah Kremer Scott Smith Tonisha Fawcett Zinna Scott

MCKEESPORT 14-15 Alandra Kahl April Belback Dana Jackson Henry Gostkowski Julie Fleckenstein Kimberly Brownfield Rhonda Moorer Rochelle Williams Shari Leidig Holland Sharon Soles Walter Yager

SOUTH 15-16
Brian Fallet
Cara Jette
Cheryl Ruffin
Gordon Hodnett
Heather Messiah
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CHATHAM UNIVERSITY Sam Bigley Scott Carter Christine Kuhn Kate Laubacher Josh Lewis Kurt Lindsey Amber Webb Payal Patel

PENN STATE Jeff Holzer Emily Paskewicz

\* Thanks to those who completed their service this year



#### -STAFF-

Top row to bottom row, left to right
Katherine Chamberlain, Project Manager:
Relationships & Memberships
Lydia Yoder, Project Coordinator
James Snow, Project Manager: Planning & Analysis
Kristen Matthews, Administrative Coordinator
Sarah Koenig, Project Manager: Land Use & Environment
Ellie King, Project Coordinator
Gavin White, Project Coordinator
Katie McAuley, Project Manager: Communications &
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