Building Strong Communities

Assets + Ambitions

CLAUDE WORTHINGTON BENEDUM FOUNDATION
2010 Annual Report
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About the Foundation

The Claude Worthington
Benedum Foundation is
an independent foundation
established in 1944 by
Michael and Sarah Benedum,
natives respectively of
Bridgeport and Blacksville,
West Virginia. The Foundation’s
assets at year-end 2010
were just over $346,900,000.
Since its inception in 1944,
the Foundation has made
more than 7,400 grants totaling
over $380,000,000.
Those of us who work for charitable foundations are sometimes accused, not always unfairly, of thinking we know what’s best for other people. The fact is that working at a foundation provides abundant opportunities to learn. It is always tempting to think that something that worked in one circumstance will work equally well in another, and the urge to think you have the answer can be strong. Foundation staffers sometimes do bring good ideas to problems. But the best antidote for the illusion that we usually know what is best is to work in community development, especially in rural areas.

First, there is in fact no “right answer”—no single approach that is the key to progress in all communities. But even more important than the uniqueness of each community is the reality that progress in any town of any size depends upon a dynamic of self-determination. Neighbors must identify what they have on which to build, what change they wish to see, and which leaders can make change happen.

The Benedum Foundation has long believed this to be true. In 1994, on the 50th anniversary of the Foundation, my predecessor, Paul Jenkins, wrote:

The Foundation largely takes on the agenda of the people we serve. Our business is to help people help themselves. This is not intended to suggest that the Foundation’s role is passive. To the contrary, we go out into the field and listen closely. We build strong and supportive relationships with grantees. We provide technical assistance. We broker ideas and institutions. We create partnerships. We undertake analyses of issues and problems and we promote public awareness of them. We help to build broad consensus for change. We seek to empower people to develop their own capacity and the capacity of their institutions to succeed. We leverage not only funds but interest, involvement, and commitment. In this context, we see our role as change agent.

No doubt there are times when we fall short, and when the Foundation is more prescriptive in our approach to grantees than what Paul described. But in supporting community development, we have sought a consistent approach. We recognize that the people in communities first need to decide what they have in terms of resources, leadership, social capital, and opportunities, and whether and how they will make progress, with the Foundation playing a role very much like that described above. We hope to develop evidence that this approach works, and that flexibility and self-determination are critical to community progress.

Hopefully, we will remember that assuming we have the right approach can be just as arrogant as believing we have the right answer. We must be diligent in evaluating what we, and the intermediary organizations that we support in community development, are able to accomplish. Measuring results is always a challenge, especially when there is no single right answer.

We continue to learn alongside those we serve, keeping faith with Mike Benedum’s simple but profound advice—to “help people help themselves.”

William P. Getty, President
Successful communities don’t just happen. They thrive in proportion to the care their residents give them.

Mike and Sarah Benedum, who believed in helping people help themselves, knew that well. They trusted that communities would take the lead in creating and carrying out projects using Benedum Foundation monies. Self-determination has been the cornerstone of the Foundation’s grantmaking in West Virginia and southwestern Pennsylvania since its inception.

In past decades, hospitals, cultural groups, and social service agencies have brought sustained benefits to our region. Those important institutions still receive support from the Foundation.

But demographic and economic trends have stressed towns throughout Appalachia, including western Pennsylvania and West Virginia. Population loss and a declining industrial base over the past fifty years have combined to reduce resources and revenues.
Very small towns are at particular risk: 70 percent of West Virginians live in communities with fewer than 2,500 people, according to 2010 Census data. That unique circumstance has led to an evolution in the Foundation’s approach to strengthening communities. Called community capacity building, the method doesn’t impose a one-size-fits-all formula; rather, it introduces local volunteers and officials to effective development strategies.

Dr. Cornelia Flora of Iowa State University says that capacity building starts by asking a different question. “It used to be, ‘What do you need?’” from an outsider benefactor, says the community development expert. “Now, it’s ‘What do we have?’” Shifting the emphasis helps citizens treat the positive aspects of their community as assets, or capital, that can spur additional investment from others.

Interpreting capital as more than money increases opportunities. A town may focus on natural capital, like a scenic location. It may tap human capital, in the form of local talent. It finds ways to develop social capital, reflected in cooperation and teamwork, to accomplish its goals.

In keeping with Mike Benedum’s philosophy, each community’s results bear its unique DNA. A few decades ago, an industrial park might have been seen as an all-purpose solution to strengthen a local economy. In today’s West Virginia, timely opportunities to deploy capital range from broadband technology in Ansted, enhanced recreation in Shinnston, town–gown collaborations in Morgantown, or clean-up of a former industrial site in Chester.

According to Dr. Flora, successful development “builds on perceived and actual strengths in the community. It’s exciting and inclusive—a lot of people can be involved.” That’s important as towns confront thorny and expensive issues. “These are wicked problems,” she admits, but her research demonstrates a surprising finding: “When things are highly complex and there’s a high degree of uncertainty, you actually need a large number of people” to find solutions.

“Hope is a state of mind, not of the world. Hope, in this deep and powerful sense, is not the same as joy that things are going well, or willingness to invest in enterprises that are obviously heading for success, but rather an ability to work for something because it is good.”

— Vaclav Havel
There is no single formula that guarantees success. But Dr. Flora and other researchers have identified factors common to the success of community development projects not only around the United States, but also around the world. Those key components are broad public participation, connection to technology and resources outside the community, and strong strategic plans.

The Benedum Foundation has devoted particular attention to grantmaking in four strategic areas that support community development: community capacity building, civic engagement, community technology, and affordable housing. None of those is easy. Each requires trust, technology, reaching out for resources beyond the community—and, in every case, a little luck.

This report introduces four West Virginia towns. In each one, citizens have identified widely different assets that define and energize the community, creating a platform for stabilization and growth. Their stories are far from complete, but they begin with hard work and hope.

In addition to supporting individual projects, the Benedum Foundation invests in these statewide nonprofit agencies that help communities get the right start on planning their futures:

**The Blueprint Communities Project**
www.blueprintcommunities.com
The Blueprint Communities Project, an initiative of the Federal Home Loan Bank of Pittsburgh, offers training programs and technical assistance that help distressed communities gather baseline demographic and economic data and create a strategic plan to achieve their aspirations.

**Flex-E-Grants**
www.wvcommerce.org/people/communityresources/financialresources/flexegrant
Flex-E-Grants, offered through the West Virginia Department of Commerce with funding from the Appalachian Regional Commission, enable communities and nonprofits to improve natural resources, main streets, or the skills of local officials. The $10,000 awards jump-start local projects and have been widely adopted in other states.

**The West Virginia Community Development Hub**
www.wvhub.org
The West Virginia Community Development Hub helps aspiring communities tackle sophisticated development plans. Through professional coaching for community leadership teams and small technical assistance grants, the Hub’s Communities of Achievement Program (HubCAP) provides expert resources.

**The FOCUS program**
www.wvri.nrcce.wvu.edu/programs/wvbac
The FOCUS program (Foundation for Overcoming Challenges and Utilizing Strengths) at the two West Virginia Brownfields Assistance Centers awards $5,000 grants plus site redevelopment aid to help communities take the first steps toward reclaiming polluted properties.

**Campus–Community Link Project**
www.wvcampuscompact.org/campus-community-link-project
The Campus–Community Link Project connects community groups to university experts who study and research local plans.
For Pete Hobbs, the 30th reunion of his Ansted High School class was a wake-up call: not to his own mortality, but to his town’s.

Perched on the New River Gorge in southern West Virginia, Ansted is blessed with a spectacular setting on the edge of Hawks Nest State Park. But as its population shrank, and graduates left town to find work, the high school closed.

“I was doing a write-up of my class’s activities for the reunion,” recalls Hobbs, now mayor of the town of 1,386. “Our class had scattered, but each person returning for the reunion was bringing back special skills. I thought that if we could somehow gather those skills, we could change the paradigm of employment.”

Hobbs was well-placed to organize such an effort; upon returning to town after a career with AT&T, he became a local realtor and, in 1998, mayor. Twelve years later, Ansted has notched impressive improvements, including a new recreation trail, the prospect of new housing, a business plan to recruit “distance earners,” and a plan to revive the crumbling brick high school as a much-needed community center.

Ansted faces the same dilemma that challenges many shrinking towns: its tax revenue barely supports its municipal services. On a hot morning this July, relaxing in an open-necked shirt, Hobbs was worrying about whether the town’s police, a force of three, would have to be furloughed.

“We have no factories. The extraction business is under attack or using new technologies,” he begins. “What’s left? We have to create wealth on our own.”

When he received a call from colleague Laura Kemp-Rye, urging the town to apply to the Federal Home Loan Bank’s Blueprint Communities program, he responded immediately. Ansted entered the program in 2007 with nine core volunteers.

The strategic plan that Ansted created through Blueprint connected the town to new opportunities in three ways: trails, technology, and new resources.

Trail projects served two objectives for the town: They increase the town’s recreation and tourism...
“We have no factories. The extraction business is under attack or using new technologies. What’s left? We have to create wealth on our own.”

—R. A. “Pete” Hobbs, mayor of Ansted, West Virginia
Spectacular views of the New River Gorge, a whitewater and hiking haven, bring tourists to Ansted’s Hawks Nest State Park.
offerings, and they support healthy lifestyles and combat obesity. The new Ansted–Hawks Nest rail trail, a scenic path between town and the New River, suits strollers and cyclists. A second trail connects 60 miles of existing trails in nearby national and state parks through Ansted. As the town readies for a ribbon-cutting this fall, those recreational assets are about to be in international demand.

West Virginia’s successful bid to host the Boy Scout Jamboree will bring 40,000 American Scouts and leaders to the New River Gorge every four years, beginning in 2013. With a capacity of 80,000, the permanent “high adventure camp”—one of four the Scouts have built across the United States—will also host the international Scout Jamboree in 2017. A permanent training facility for Scout leaders, employing nearly 80 people, is being built near Glen Jean.

Selection as a Jamboree site will boost Fayette County tourism for the next century. That’s welcome news to the local outfitters who run bike rentals,
equipment shops, and whitewater rafting trips, as well as to other retailers.

“There’s an explosion of opportunity, and in eight or ten years, it will pay off,” says Ansted entrepreneur Robin Hildebrand. Her café and online food business, Blue Smoke Salsa, has generated 12 jobs in the community, but she has struggled to balance the commercial kitchen with the retail operation. “To be honest, it’s a juggling act to succeed in a small rural town, with lower foot traffic. Business is good in the summer and at holidays, but seasonality is an issue.”

To Mayor Hobbs, Hildebrand’s dilemma proves his point: “We need a different approach” to create jobs and wealth in rural towns. That’s why Ansted is incubating another plan that relies on broadband access to create jobs.

As the nation rushes to build its Internet capacity, West Virginia has received millions of federal dollars for connectivity. Northern Fayette County is a beneficiary: 80 percent of its residents have access to broadband, compared to the national rural average of 50 percent.

To Mayor Hobbs, that asset could help create more telecommuting businesses in his town.

“Say a professional uses the Internet to work from home here, making $80,000 to $100,000 a year,” he argues. “With just ten of those new jobs, you bring $1 million into the economy.” Reaching outside the community for advice, the Ansted–New Haven Community Improvement Association asked university experts to study the feasibility of the idea.

The vision for “distance earning” includes flexible hourly work with the regional tourism economy. “Folks working at home could work doing online reservations for motels, or whitewater rafting, or other call center jobs,” suggests motel owner Gretchen Cramer, a longtime community volunteer. Mayor Hobbs suggests that the upcoming Jamborees provide another grass-roots opportunity. “We know that the county will have a shortage of rooms for the Jamborees,” says Hobbs. “We’re exploring the possibility of creating a bedroom brokering service to accommodate visitors.” He also foresees that broadband access could link the community to health care services, through telemedicine.
Gretchen Cramer says that the difference between the two programs is HubCAP’s narrow focus. “HubCAP says, okay, you already have a strategic plan. You’re an active town. Now, take one specific project to completion,” she explains. “Our project has turned out to be kind of huge, full of detail. We’re moving forward very slowly. It’s scary. We’re very used to Pete taking the lead — now, we’re being forced to lead.”

Marylin McKeown, who has coached the Ansted team since early 2011, agrees with Cramer’s assessment. “The biggest challenge is to develop other leaders. That’s key.”

Pete Hobbs says that Ansted’s “fundamental vision hasn’t changed, but [the HubCAP training] has enabled us to create written documents to influence funds.” The town is now negotiating with the federal Environmental Protection Agency for site clean-up funds. The technical assistance grant of $13,000 coupled with advice from Campus–Community Link has moved the high school project onto the drawing board — and into a visual image that is generating excitement around town.

Training Builds Capacity to Revive an Icon

In 2010, Ansted was recertified as a Blueprint community. Three years of training had built volunteer confidence and raised residents’ expectations. As work progressed, Gretchen Cramer recalls, “People were asking about re-using the old high school.” The badly deteriorated building, neglected since its closing in 1976, had once been “the heart of the community,” she says. The town now needed municipal offices, as well as space to incubate new businesses. Bringing those new purposes to a beloved icon inspired new effort.

While a FOCUS grant from the southern West Virginia Brownfields Center helped the group assess asbestos remediation on the site, Ansted’s Blueprint team saw that it needed more sophisticated training to undertake full renovation of the high school building. The team applied to the West Virginia Hub’s Communities of Achievement Program, or HubCAP.

If the Blueprint process was school, HubCAP was boot camp. “It’s meant to be demanding,” says director Kent Spellman. “It’s more like a personal trainer approach — you decide your goals, and the coach makes suggestions on how you might attain them.”

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Chester, Hancock County

Riverfront Property + $5,000

We talked to five governors about this site. But we could never get it to pop,” says Mike Dotson, a Chester city councilman, of the four-decade effort to clean up an industrial site at the bend of the Ohio River.

With an identity forged in steel and manufacturing, the Northern Panhandle counties have fought a hard battle in recent years, as they struggle to replace lost jobs. Old industries left a legacy of pollution—lead, PCBs, styrene, waste oil, or asbestos—that has often thwarted renewal. Stringent new federal regulations mandate that properties be cleaned up before redevelopment. That hugely expensive process discourages potential new owners, who fear a commitment to unknown costs.

“A question mark is a lot scarier than a real number,” says Luke Elser of the Northern West Virginia Brownfields Assistance Center (BAC). “Clean-up is a huge problem, and most owners simply can’t afford it. Most brownfield projects need between seven and thirteen different funding sources, from the [federal] Environmental Protection Agency to local tax breaks.”

Chester’s brownfield was an asset in disguise. The level 8.5-acre site facing East Liverpool, Ohio, was one of the largest and most attractive parcels along the West Virginia riverfront between Wheeling and Pittsburgh. Through a $5,000 FOCUS grant from Benedum Foundation through the Brownfields Center, the parcel has been successfully transferred to the Business Development Council of the Northern Panhandle. The local 15-member task force that’s spent the past year working on the project is celebrating that milestone. In October 2011, the first public meeting to create a future for the former TS&T Pottery site accented the positive: How can the town leverage the value of the remediated site for jobs and Chester’s quality of life?

“We’re moving beyond the clean-up concept. This site can be a dynamic thing,” says John Brown, executive director of the Brooke-Hancock-Jefferson Metropolitan Planning Commission. “We have several other [remediation] grants. We had the property owner engaged. We had a buyer. The community had the vision that we can do something with this. But it would not have happened without FOCUS.”
“We’re moving beyond the brownfield clean-up concept. This site can be a dynamic thing.”

— John Brown, executive director of the Brooke-Hancock-Jefferson Metropolitan Planning Commission
The TS&T site employed generations of townpeople before being used for a barge-cleaning business and, later, a crematorium. When property owner Hans Dietz was killed in a barge explosion in 1989, the disposition of the property fell to his sister Heidi. “Nobody wanted it,” says the retired school teacher. “The responsibility for clean-up fell to me.” The 22-year process to find remediation money and a new buyer was “burdensome,” she says, with a patient smile. Old brick buildings on the site began to collapse.

When Brownfield Center staffers offered new help for the project in 2011, frustrated local residents stepped up to create a local task force.

“One of the reasons I ran for city council was to help a little bit here,” says Mike Dotson, a task force volunteer who was elected that year. “That was my thing, in my ward! I don’t want my grandkids to grow up looking at this site,” as he and his children had.

When the TS&T task force members filed into Chester City Hall for their first meeting in March 2011, they knew that previous progress on the site had repeatedly stalled. A purchase offer from a hotel developer had failed in the 1990s, when the company was denied a needed right-of-way. A contractor who began clean-up at the site in 2008 was cited for violating state standards. When his workers left their abandoned equipment behind, anger grew.

“Neighbors saw the work being done, then it stopped,” says Elser, of the Brownfields Assistance Center. “It was not well explained.”

Building Trust

As outsiders, the Brownfield Center staff could convene a conversation without taking sides. “We got people to the table neutrally,” says Elser. “It wasn’t city government or landowners.” But he admits that the first meeting was loud. “At our first meeting, we got yelled at. People vented,” he recalls. “But we still have every one of those 15 members on board.” When property owner Heidi Dietz arrived at the second meeting, optimism rose. “She came to that meeting without her attorney, just wanting to listen. She was cooperative all the way through,” notes councilman Dotson.
To collect and analyze data that developers would want for the site, Elser brought new technology. The BAC’s Decision Enhancer software sorted needed information into demographic, real estate, environmental, and land use categories. The task force members fanned out to find statistics on utilities and zoning. A realtor supplied a reliable daily traffic count past the site; another member provided local land values and available tax credits. The software assigned point totals to categories of information, fleshing out the pro forma that a developer would require to consider the site. The results showed that the best likely use for the site would be mixed-use development.

The task force applied its FOCUS grant toward an asbestos survey. Meanwhile, the group spent a session drawing their visions for new development on paper; Heidi Dietz recalls sketching a five-star hotel. As the vision grew, the group, meeting twice a month, changed its name to the Rock Springs Riverfront Redevelopment Committee.
inquiries from potential buyers, but Ford says that the community must continue to determine the site’s future. “It’s a small enough site to develop a neighborhood that fits nicely into the community, particularly because of proximity to the existing business district.”

Councilman Mike Dotson, a member of the town’s Sons of the American Legion, is confident that that will happen, citing active service groups. With revenue from its slot machine license, the local VFW has supported restoration of the town park; the American Legion and fire department sponsor colorful local parades and fireworks displays. With growing public interest in the project, “The snowball’s getting bigger,” he observes.

Luck and timing entered the process at a brownfields conference in Philadelphia. There, Brownfield Center staffers introduced members of an EPA “SWAT team” to Pat Ford, executive director of the Business Development Corporation of the Northern Panhandle. The BDC had the cash to buy the property and the expertise to create a master plan for the site. Most crucial was that the BDC was a public owner, allowing the site to qualify for up to $400,000 in EPA clean-up grants and other monies from the state. A sale price of $125,000 was set, and the deal closed in June.

“The stars were aligned,” says the BDC’s Ford. He credits the BAC team with providing the glue that moved the process forward and the technology that helped frame the issues. “The Decision Enhancer tool helps establish early priorities—we didn’t have that before,” he explains. The BDC has already received
and sidewalks connecting its high school to the downtown business district, Shinnston has made outdoor recreation inviting to both children and adults.

“We were too close to see what we had until we were forced to identify assets,” says Herndon, a former chemistry teacher. “It was an eye-opener.”

In 2007, Herndon was a busy city manager who had been with the city since 1998. “Lou Bush from [the local office of] WesBanco called me. She felt Shinnston was exactly the right place for FHLB’s Blueprint Communities training, that it was poised for growth,” recalls Herndon about the strategic plan’s beginnings. “I turned her down twice. I simply didn’t believe I could get eight people involved for the amount of time required. But when I asked, every single person accepted.”

The plan that emerged from the Blueprint group—later formalized as the Shinnston Development Association (SDA), a municipal board—was based on surveys and meetings that showed optimism about the ability of the community to work together. The plan

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—I’m a big believer in being fortunate—lucky,” says Debra Herndon, city manager of Shinnston.

Herndon, a native of this Harrison County town of 2,200, sees its people as its primary asset.

She points to community groups like the Garden Club, whose red and yellow annuals flank a newly revamped trailhead; the Lions Club, responsible for a new horseshoe pitch in the town; and the 65-member Shinnston Community Band, which proudly played at the town’s Fourth of July celebration at Ferguson Memorial Park. Private owners donated the park’s 18 acres to the city in 2000. On a recent afternoon, children splashed in a sparkling swimming pool, below picnic shelters and a pair of tournament-grade bocce courts, courtesy of a group of retirees that dub themselves the Silver Foxes.

Shinnston draws upon its human capital to achieve the goals that the community identified in creating a strategic plan in 2007: increasing cultural and recreational opportunities for local residents. With an array of park activities, a 16-mile rail trail to Fairmont, and sidewalks connecting its high school to the downtown business district, Shinnston has made outdoor recreation inviting to both children and adults.

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—Shinnston, Harrison County

Community Spirit + Bocce
“I think that community capacity building is about learning to trust people—to accept what they want to give you, and what they are able to give you.”

— Debra Herndon, city manager of Shinnston, West Virginia
Bocce enthusiasts don't just compete in the tournament held during the annual Italian Heritage Festival; the volunteers built the courts at Ferguson Memorial Park and raised money from sponsors, whose names are mounted on the walls.
also recognized the economic opportunities presented by new developments in nearby Clarksburg. The FBI’s Criminal Justice Information Services center and the $300 million United Hospital Center, both within a short drive of town, suggested that Shinnston could market itself as a classic small town and a bedroom community for those working in high-tech and health care. That opportunity posed additional challenges: improving infrastructure, reviving the business district, and adding housing.

By 2010, a smooth new sidewalk project was complete, a new trailhead welcomed users of the West Fork Trail, and new water and sewage infrastructure served the town. Seventy-six new housing units, within walking distance of downtown and served by public buses, are now fully occupied, and elegant single-family homes with lush lawns are being built in Riverdale Estates, adjacent to Ferguson Memorial Park.
Recreational and retail opportunities were a priority for Shinnston, which markets itself as a unique and convenient location for families coming to the Clarksburg area for new jobs.

Local Leaders Emerge

Shinnston had a long tradition in an ancient Roman sport: bocce. The leisurely game, named for the plural of the Latin “boccia,” or ball, pits individuals and teams in friendly, warm-weather tournaments. Willard West, a retired miner, says the game was popular in mining camps, where railroad ties were used to outline the courts. When Mayor Sammy DeMarco asked West to organize a bocce court at Ferguson Park, West and a group of retired friends dubbed the Silver Foxes not only donated the labor, they raised $30,000 from individuals, local businesses, high school alumni classes, and local unions to create two sheltered tournament-class courts with seating for 120 spectators. The group also volunteered to repair and improve picnic pavilions and the pool entrance.

“We just went ahead and did it. This community looks for leaders—someone who starts something,” says West, 71. He notes proudly that Shinnston’s bocce team members range in age from 14 to 87, and hosts hundreds of spectators at its annual Italian Heritage tournament. “It’s a giving community—for our Relay for Life [fundraiser] this year, we had more sponsors than teams.”

“We have virtually no empty housing stock,” says Herndon, as she drives slowly through well-kept streets.

Blueprint training has helped Shinnston take full advantage of government grant opportunities. A federal transportation enhancement helped pay for new sidewalks. State Partnership grants paid for park restrooms and a new electronic information sign at the entrance to town. A Land and Water Conservation grant paid half the cost of paving the Ferguson Park parking area. A marketing campaign inviting locals to “Shop Shinnston” got a $7,000 boost from the state Department of Commerce’s ON TRAC program.

Still, city government resources were stretched thin. Luckily, through a timely legacy from a local family, Shinnston’s community groups were in a position to help. The Ferguson–Bice family, which had donated the land for a new park, also left several substantial bequests to service organizations, the Lions Club and Garden Club among them, that continue to support community projects.
A downtown community center had been a long-term objective for planners, who targeted the old Rice Theater. As in many small towns, school consolidation and growing religious diversity had eroded some of Shinnston’s traditional meeting sites. A public “third place” could accommodate children’s playtime, senior activities, city offices, and even rehearsal space for the Shinnston Community Band. But when the theater proved structurally unsound, the price tag for the project skyrocketed. The project made Shinnston a natural candidate for the West Virginia Community Development Hub’s Communities of Achievement Program (HubCAP).

“It helped us to realize that our goal was not to build the center and then find programs it could house,” says LaReta Lowther, a Shinnston native and WesBanco vice president. “The problem is finding funds to build the center. HubCAP gave us a clearer focus on the financing piece. We also got $13,000 for technical assistance to commission architectural drawings and surveys. We kept our eye on the prize.” The old theater’s demolition will be financed through a state grant, with an additional $10,000 Flex-E-Grant from the Department of Commerce for additional planning and community outreach.

New members of the SDA effort are building capacity to market town businesses. Melissa Aldridge, who opened her home accessories store on Pike Street in 2009, works with the SDA promotions committee and has led events to encourage downtown holiday shopping (a “Kissable Lips” promotion allowed shoppers to show off their best lip-print for Valentine’s Day prizes). “I’m proud to say I’m a Shinnston merchant,” she says. “We have six new businesses paying taxes and helping the town.”

Flyers in residents’ water bills encourage them to patronize downtown retailers. And instant communications through the town’s website, and Facebook and Twitter accounts, have amplified the message that progress is contagious.

“I think that community capacity building is about learning to trust people,” says Herndon, “to accept what they want to give you, and what they are able to give you.”
Lately, Morgantown has been synonymous with momentum, routinely accepting “best small city” awards from magazines and media across the country. In 2009, NBC News reported its rank as the U.S. city with the lowest unemployment, hailing “Mountaineer can-do spirit” and a $400 million riverfront redevelopment. The 2010 Census showed that the city’s population growth of 10.6 percent since 2000 surpassed the national average. In 2010, West Virginia University’s research funding averaged $176 million, a 35 percent improvement over the previous decade.

None of those accomplishments would have been possible without two decades of cooperation among leaders who formerly lined up on opposite sides: town and gown. By viewing each other as assets, university and city officials found a way to agree on a common vision and mesh their strategic plans. “We had treasures, talent, and technology. But we also had trust, and that’s sometimes the most difficult asset,” says Ron Justice, a WVU manager and former mayor.

Morgantown’s effort is unique not only because of its impact, but because it is entering its second generation. The plan undertaken in 1991, Vision 2000, has been retitled Vision 2020, and the community’s current challenges are in many ways the reverse of those it faced in the early 1990s. Then, the major crisis was the region’s deflating economy, which had recently lost nearly 3,000 jobs. Now, the concern is managing the area’s rapid growth.

Gov. Gaston Caperton had recognized Morgantown’s potential in 1989, when he challenged the city to create a “showplace community.” He shrewdly offered a much-needed incentive: the promise of funding for a new four-lane highway to ease traffic chokepoints. Justice says that the governor’s “carrot and stick” approach forced city government, the university, and the Chamber of Commerce to form a relationship. With support from the Benedum Foundation, Vision 2000 put hundreds of residents to work, defining and executing 17 priorities, from senior housing to recreation opportunities.
“We’re so interdependent that it’s inconceivable that we could have success without both partners.”

—David Hardesty, President Emeritus, West Virginia University
Scott Rotruck, the Chamber of Commerce president from 2002 to 2006, ticks off the accomplishments: a new, $20 million retirement community, Heritage Point; a county levy to build new elementary schools; a riverfront recreation trail; and a new downtown administration building for WVU.

Building Trust

When David Hardesty assumed the presidency of WVU in 1995, he faced two pressing decisions. “The financial challenge was that the state had determined to force some streamlining of higher education. The town knew we had to grow, to offset those cuts.” But Hardesty acknowledges that some residents feared the encroachment of the university and felt “real discontent” about its attitude toward its neighbors. “The values challenge was a feeling that WVU didn’t care what students did to the town,” he says, citing rowdy off-campus block parties. The university’s decision to shut down the revelries defused tensions.

Hardesty saw that the community’s image could be an asset for university recruiting. “I knew we could not attract the best students unless the entrances to town and its amenities were first class,” he recalls. Hardesty viewed the riverfront, a cornerstone of the Vision 2000 plan, as one of those entrances, despite the fact that it was physically separated from other parts of campus. “This university is built all over town. It cannot be seen as separate, multiple campuses,” the former president argues. The university’s decision to build in the wharf district leveraged private investment.

The 2003 opening of the Waterfront Place Hotel and Convention Center, now illuminating the river twilight next to the WVU building, was the tangible realization of a vision begun over a decade earlier.

WVU has increased enrollment by 10,000 students during the past 20 years. But Hardesty says it’s not the only reason the region has prospered. “Luck plays a role. The economy turned in the energy direction, which has been positive for Morgantown and Pittsburgh. Coal, oil, and gas are still vital to the U.S. economy. Mylan [Pharmaceuticals] is in growth mode.”

Scott Rotruck says Morgantown’s proximity to Pittsburgh, 75 miles north, is another asset. “It’s an important place for research collaborations.” WVU receives joint federal funding for the National Energy Technology Laboratory with the University of Pittsburgh, Carnegie Mellon University, and Pennsylvania State University. “And we absolutely need Pittsburgh’s international airport.”
Several Vision 2000 committees have evolved into stand-alone agencies that have strengthened community capacity. The group’s arts committee became ArtsMon, a nonprofit umbrella group, which has opened a downtown gallery space that complements university plans for a new art museum. The riverfront development committee continues to focus on commerce and recreation.

“When you have 15 or 20 members of the community sitting down to talk, working together, you can establish community priorities,” explains Jack Thompson, a Chamber of Commerce board member who is charged with redefining the Vision 2020 effort.

Vision 2020’s new goals include leveraging the Waterfront Place for additional retail and commercial spaces; historic preservation; continuing Morgantown Homecoming, which provides housing infill in downtown neighborhoods; and making cost-effective improvements in public transportation. A key project is expansion of the WVU Research Park. Eighty researchers now work onsite, refining and commercializing high-tech ideas.
Ken Busz, the incoming president of the Chamber of Commerce, believes that sustaining community momentum is among the biggest challenges. His office has lost funding for a staff position to direct Vision 2020, so volunteers like Thompson must take ownership of its projects. “If 2020 comes out swinging, they can get help,” says Busz. “People want to help that work.”

Expanding Civic Engagement
Morgantown’s inclusive community visioning process influenced the work of A Vision Shared, a statewide West Virginia effort. With continuing Benedum Foundation support, it became a separate nonprofit in 2006. Another regional visioning effort, the Power of 32, applies the Vision 2000 framework across adjoining counties in four states.

Allen Kukovich, the former Pennsylvania state senator who initially led the Power of 32, says that Morgantown’s consensus-building also translates into political strength. “Their community conversations were structured so that everyone had a chance to participate, to create public will. They made it clear that there was broad support for their goals, to get attention of elected officials.” That’s essential, he says, particularly after the deaths of Senator Robert Byrd and Congressman John Murtha, two leaders with decades of political seniority.

As a veteran of the Morgantown process, Ron Justice believes that community conversations can provide a future framework for divisive regional questions, such as the development of the Marcellus Shale, a major natural gas field in the region.

“The Power of 32 won’t predetermine answers, but it can potentially be a conduit” for resolving environmental and economic decisions, he says. “The trust issue”—believing that all parties are working for the good of the region—“is key.”

When she described tough community issues as “wicked problems,” community capacity researcher Cornelia Flora may have had issues like brownfields and shale development in mind. But whatever the discussion, broad civic engagement is vital. When “large numbers of people” are needed to find civic answers, she says, active participation is at the root of growing sustainable communities.
Claude Worthington Benedum Foundation

MISSION
To encourage human development in West Virginia and Southwestern Pennsylvania through strategically placed charitable resources.

GUIDING PRINCIPLES
The following principles guide the Foundation’s grants programs in those regions:

• We honor Michael and Sarah Benedum’s belief in “helping people help themselves,” and we seek opportunities to cultivate the creativity of people and communities.

• We nurture leadership within the communities we serve, and we participate in leadership when it adds value.

• We encourage planning, projects, and programs that cross geographical and political boundaries so that access to services and economic growth is maximized.

• We expect collaboration among the public, private, and nonprofit sectors in order to leverage the resources that each can bring to common concerns.

• We strive to advance innovative practices that demonstrate measurable and sustainable benefit.

• We seek projects that contribute to advancement in public policy.

THE FOUNDATION’S ROLE
In seeking to achieve our mission and acknowledging lessons learned in over 60 years of grantmaking, the Foundation has identified its role as follows:

“The Foundation largely takes on the agenda of the people we serve. Our business is to help people help themselves. This is not intended to suggest that the Foundation’s role is passive. To the contrary, we go out into the field and listen closely. We build strong and supportive relationships with grantees. We provide technical assistance. We broker ideas and institutions. We create partnerships. We undertake analyses of issues and problems, and we promote public awareness of them. We help to build broad consensus for change. We seek to empower people to develop their own capacity and the capacity of their institutions to succeed. We leverage not only funds but interest, involvement, and commitment.”

Excerpted from In the Company of Extraordinary People: A Special Report upon the Occasion of the 50th Anniversary of the Benedum Foundation, 1994

GRANTS PROGRAMS
In keeping with the wishes of Michael and Sarah Benedum, the Claude Worthington Benedum Foundation is a regional philanthropy focusing on West Virginia and Southwestern Pennsylvania. The Foundation generally invests two-thirds of its grant dollars in West Virginia and one-third in Southwestern Pennsylvania.

The Foundation serves the entire state of West Virginia. In Southwestern Pennsylvania, the service area includes Allegheny, Washington, Greene, and Fayette Counties. This four-county area is a natural connector between Pittsburgh and West Virginia and contains rural communities that may benefit from the Benedum Foundation’s experiences in West Virginia. However, the Foundation recognizes that economic regions do not follow political boundaries; therefore, the Foundation both encourages projects that cross state lines and supports economic initiatives that benefit the multi-state economy centered on Pittsburgh.

The Foundation makes grants in three program areas that span both states: Education, Civic Engagement, and Economic Development. In addition, the Foundation supports Community Development and Health & Human Services grants programs in West Virginia, and in Southwestern Pennsylvania supports the major performing arts organizations within the Cultural District.

From time to time, the Foundation revises specific areas of interest within its grants programs, and grant seekers are encouraged to view the Foundation’s website for the most current descriptions.

EDUCATION
The Benedum Foundation seeks to promote successful learning through the formal education system. Academic achievement and preparation for the 21st-century workforce are the ultimate objectives of this program.

The Foundation places a high priority on teacher quality and the most advanced instructional tools. Because schools do not function in isolation, the Foundation also looks to the resources of community organizations, business, and higher education to reinforce the learning objectives of the classroom. In preparation for the rising demands of the workplace, the Foundation recognizes the need for all students to enter some form of post-secondary education.
Although the Foundation is interested in any significant opportunity to improve the education system, specific areas of interest include:

- Programs that improve teacher quality through professional development and innovative instructional strategies.
- Arts education, the integration of arts into other disciplines, and the partnership of community arts groups and higher education with the PreK–12 education system.
- Career education that aligns secondary and post-secondary programs to high-demand, high-wage occupations.

ECONOMIC DEVELOPMENT

Innovation will be the cornerstone of the future success of the economy in West Virginia and Southwestern Pennsylvania. The Foundation supports economic development activities based upon the region’s strengths in research, technology, and advanced manufacturing. The Foundation’s agenda seeks to promote regional planning and cooperation, recognizing that with respect to any endeavor, “region” should mean whatever area is most appropriate to optimize the available opportunity, without reference to historic, geographic, or political boundaries. The expected outcomes of the Foundation’s Economic Development grants are the creation and growth of innovative, wealth-producing businesses and high-quality jobs.

In addition, many of the communities in the region served by the Foundation are rural, and enjoy abundant natural assets that provide economic opportunities that complement centers of technology-based growth. The Foundation supports efforts to advance agriculture, outdoor recreation, artisanship, and cultural tourism. Specific areas of Foundation interest include:

- Promotion of entrepreneurship.
- Projects that promote technology-based economic development.
- Programs to promote the growth and accessibility of new capital for businesses in distressed communities and areas of high unemployment.

CIVIC ENGAGEMENT

The development capacity of any community depends upon the decisions and actions of many different individuals and organizations. Citizens who are active in sharing information, aligning efforts, negotiating compromises, collaborating, and resolving conflicts produce more intentional and inclusive community improvements.

The Foundation believes that communities function most effectively when all citizens participate in civic affairs to the greatest extent possible, and it therefore supports programs in West Virginia and the economic region centered on Pittsburgh that:

- Promote, plan, and implement regional cooperation.
- Increase grass-roots participation in community affairs.
- Advance cooperation among governments, and between the government, business, and nonprofit/civic sectors.

WEST VIRGINIA GRANTS PROGRAM

In addition to the areas of interest discussed above, in West Virginia the Foundation also makes grants in Health & Human Services and Community Development.

HEALTH & HUMAN SERVICES

West Virginia will benefit when all families have access to high-quality health care and human services. The best possible resources are required for families to raise their children to be productive members of their communities.

Emphasis in this program area is placed on innovations in health care delivery systems, a strengthening of the public health infrastructure, and community-based health promotion, especially with regard to chronic disease prevention and management. Collaborative efforts involving communities, businesses, and public agencies are encouraged through technical assistance, program development, research, and public policy. Specific areas of interest include:

- Support for a healthier quality of life for West Virginians through access to affordable health care, preventive health services, state-level policy development, and quality care systems across the lifespan.
- Ensuring a system of accessible and affordable health care for children, early intervention services that lead to school success, and the promotion of child-focused public policy.
- Delivery of oral health education for the public, and the implementation of preventive strategies in the state oral health plan.
COMMUNITY DEVELOPMENT
Improving capabilities of leaders, organizations, and interested citizens to address challenges and opportunities will help communities be more prosperous through their own efforts.

The Benedum Foundation promotes the economic well-being and quality of life of West Virginia communities. Specific areas of interest include:

- Activities that engage diverse groups of citizens in the life of the community.
- Efforts that help communities organize, plan, and implement ambitious but achievable improvement strategies.
- Leadership development.
- Programs that improve the effectiveness and accountability of nonprofit and public organizations.
- Efforts to expand technology access, affordability, and utilization.
- Activities that provide decent, safe, and affordable housing through home construction, repair, financing, and education programs.

SOUTHWESTERN PENNSYLVANIA GRANTS PROGRAM
In addition to the Education, Economic Development, and Civic Engagement program areas described above, the Foundation believes that the arts play a significant role in economic development, and that Pittsburgh’s exceptional arts community, and the Pittsburgh Cultural District, provide a competitive advantage to the region’s economy. The Foundation supports the major performing organizations within the Cultural District, as well as specific projects that add value to the Cultural District, especially through cooperative ventures of resident organizations.

HOW TO APPLY FOR A GRANT
Before applying for a grant, applicants should carefully review the Foundation’s Mission and Guiding Principles, and our grants program descriptions. Seeking a grant from the Benedum Foundation is a highly competitive process. As you might expect, the Foundation receives more applications each year than we are able to fund, which means that even some proposals that fit within the description of the Foundation’s grants program may not be selected for funding.

RESTRICTIONS
The Foundation generally does not make grants in support of:

- Organizations located outside West Virginia or Southwestern Pennsylvania
- Individuals
- Organizations not exempt from taxation under Internal Revenue Code Section 501(c)(3)
- Student aid, fellowships, or travel
- Construction or equipment
- Endowment
- Ongoing operating expenses
- National organizations
- Biomedical research
- Religious organizations for religious purposes
- Individual elementary and secondary schools
- Annual appeals or membership drives
- Conferences, films, books, and audio-visual productions, unless an integral part of a Foundation-supported program

APPLICATION PROCESS: WHAT TO EXPECT
After reviewing the information listed above, submit your application using the Foundation’s online grant application process found on our website: www.benedum.org.

The Foundation does not have submission deadlines, and applications are accepted throughout the year. Once we receive your completed online application, an automated response will be sent to you acknowledging receipt. You should receive a response to your application within 60 days, at which time you will be notified if your project is not one the Foundation can consider, or if you should submit additional information.
**2010 GRANTS**

Although some of our grants have impact in both West Virginia and Southwestern Pennsylvania, for ease of reference, grants authorized in 2010 are listed below alphabetically by region of primary benefit.

Readers, especially grant seekers, should be aware that the emphasis of the Foundation’s grants program evolves over time and that grants as reported may not be indicative of the Foundation’s future program emphasis.

**WEST VIRGINIA**

**EDUCATION**

*The Challenge Program, Inc.*
Johnstown, PA
Expansion of a school–business partnership program in West Virginia schools
$92,000

*College Summit, Inc.*
Washington, DC
Expansion of a college readiness program in West Virginia
$38,000

*Discover the REAL West Virginia Foundation, Inc.*
Charleston, WV
Initiation of a speaker series
$35,000

*Eastern West Virginia Community Foundation* Martinsburg, WV
Mini-grant program linking community arts organizations and schools in the Eastern Panhandle
$90,000

*The Education Alliance — Business and Community For Public Schools, Inc.* Charleston, WV
Implementation of an online career mentoring program for secondary school students (over two years)
$235,000

*Jefferson County Board of Education* Charlestown, WV
In collaboration with Berkeley County Schools, to increase the participation rates of low-income and underserved minority students in Advanced Placement coursework
$108,600

*Marshall University Foundation Incorporated* Huntington, WV
Use of robotic photography and Internet technology to link West Virginia professional development schools with classrooms in other countries to advance global studies
$106,000

*Oglebay Foundation, Inc.* Wheeling, WV
Upgrade a park manager training program to include new national standards for environmental stewardship (over two years)
$120,000

*Read Aloud West Virginia of Kanawha County dba Read Aloud West Virginia* Charleston, WV
Expansion of the number of Read Aloud volunteer reading chapters
$150,000

*Regional Education Service Agency 3 (RESA 3)* Dunbar, WV
Arts integration project administered by a teacher-led professional learning team and the West Virginia Symphony Orchestra
$23,000

*West Liberty University Foundation, Inc.*
West Liberty, WV
Establishment of centers for elementary science education at two professional development schools
$228,000

*West Virginia Council for Community and Technical College Education* Charleston, WV
To increase community college enrollment for first-generation college-going high school students
$66,000

*West Virginia Department of Education* Charleston, WV
Mini-grants for individual school districts piloting Innovation Zones
$250,000

*Middle school algebra readiness initiative in partnership with Carnegie Learning, Inc.*
$344,000

*West Virginia Department of Education and the Arts* Charleston, WV
Customized professional development plan for teachers of Advanced Placement math and science courses
$174,000

*Wheeling Jesuit University* Wheeling, WV
Development of interactive and virtual science labs for rural schools that lack adequate physical laboratories (over two years)
$156,000

**HEALTH & HUMAN SERVICES**

*Cabell-Huntington Health Department* Huntington, WV
Capacity-building grant for the West Virginia Association of County Health Departments to address regional and statewide projects
$125,000

*Camcare Health Education and Research Institute, Inc.* Charleston, WV
Regional Childhood Obesity Task Force: development of a comprehensive and systematic model for reducing childhood obesity in five West Virginia counties
$5,000

*Charleston Community and Family Development Corporation* Charleston, WV
Initiation of comprehensive community-based early childhood services
$180,000

*Eastern Area Health Education Center, Inc.* Martinsburg, WV
Wild and Wonderful Trails for Every Child, an obesity prevention program aimed at increasing physical activity of youth
$25,000

*Family and Youth Development Services, Inc.* Charleston, WV
Development of a Promise Neighborhood Grant Application for Charleston’s West Side
$15,000
The Healing Place of Huntington, Inc.  
Huntington, WV  
Development of a model to provide men with a long-term program of recovery from drug and alcohol addiction and promote self-sufficiency and family re-unification  
$75,000

Hospice of Southern West Virginia, Inc.  
Beckley, WV  
Initiative to create long-term sustainability and increase service to four West Virginia counties (payable over two years)  
$243,000

Marshall University Research Corporation  
Huntington, WV  
Education and health care sector partnership to develop a teaching health center in southern West Virginia and to provide primary care to the medically underserved population  
$150,000

Mid-Ohio Valley Health Department  
Parkersburg, WV  
Smiles for Life program, a dental screening and referral program for uninsured and underinsured adults in a six-county region in West Virginia (over two years)  
$130,000

Mountaineer Food Bank, Inc.  
Gassaway, WV  
Operating support  
$100,000

Rea of Hope Fellowship Home, Inc.  
Charleston, WV  
Start-up support to provide a safe living environment for women 18 years of age and older who are in recovery from drug and/or alcohol addiction  
$70,000

Rural Emergency Trauma Institute, Inc.  
Wheeling, WV  
Develop statewide phone–computer communication to accelerate the trauma transfer process, improve communication, and reduce morbidity/mortality of critically injured patients (over two years)  
$242,000

Team for West Virginia Children, Inc.  
Huntington, WV  
Promotion and coordination of efforts to reduce child abuse and neglect  
$200,000

West Virginia Center on Budget and Policy, Inc.  
Charleston, WV  
Research projects as identified by the West Virginia Alliance for Sustainable Families, Inc. to advance policy development that addresses family economic sustainability  
$100,000

West Virginia Coalition Against Domestic Violence, Inc.  
Elkview, WV  
Development of an integrated training component for the program serving expectant and new parents, and development of a statewide initiative to raise public awareness of domestic violence (over two years)  
$190,000

West Virginia Community Voices, Inc.  
Charleston, WV  
Transitional support for activities of the West Virginia Perinatal Partnership to reduce poor health outcomes for mothers and newborns  
$50,000

West Virginia Council of Churches  
Charleston, WV  
West Virginia Healthy Kids & Families Coalition to promote best child-health practices and expanded health coverage  
$50,000

West Virginia Coalition Against Domestic Violence, Inc.  
Elkview, WV  
Development of an integrated training component for the program serving expectant and new parents, and development of a statewide initiative to raise public awareness of domestic violence (over two years)  
$190,000

West Virginia Community Voices, Inc.  
Charleston, WV  
Transitional support for activities of the West Virginia Perinatal Partnership to reduce poor health outcomes for mothers and newborns  
$50,000

Perinatal Outreach Education project, an initiative to improve health outcomes for mothers and babies through education  
$30,000

Development of a statewide partnership to address long-term care and geriatric needs  
$180,000

West Virginia Council of Churches  
Charleston, WV  
West Virginia Healthy Kids & Families Coalition to promote best child-health practices and expanded health coverage  
$50,000

Planning grant to develop a strategic plan to implement the Patient Protection and Affordable Care Act in West Virginia  
$55,500

In collaboration with the State Oral Health Advisory Council, development of policy proposals and actions to implement recommendations in the State oral health plan  
$55,000

West Virginia Department of Education  
Charleston, WV  
Implementation of the Ambervision program to enable schools to scan and record digital images of students for use in the event of an emergency using the Amber Alert System  
$65,000

West Virginia Foundation for Rape Information and Services  
Fairmont, WV  
Explore feasibility and process to create a sustainable training infrastructure for Sexual Assault Nurse Examiner programs in West Virginia  
$45,000

West Virginia Higher Education Policy Commission  
Charleston, WV  
Creation of the Center for Health Partnerships to improve health systems and outcomes statewide  
$150,000

West Virginia on the Move, Inc.  
Charleston, WV  
2010 West Virginia Physical Activity Symposium to increase physical activity to prevent chronic disease  
$11,000

West Virginia Rural Health Care Partnership, Inc.  
dba Cabin Creek Health Systems  
Dawes, WV  
Provision of Senior Medical Home services to more than 500 patients and evaluation of relationships with health care providers  
$120,000

West Virginia University Foundation, Inc.  
Morgantown, WV  
Continued development and evaluation of Bonnie’s Bus statewide mobile mammography and referral-to-care initiative and strengthening of the Clinical Trials Network  
$250,000

Expansion of the Smiles Across America–West Virginia program providing parent education and dental sealants to uninsured and underinsured children  
$75,000

Statewide education campaign to increase awareness of the need for and registration of organ and tissue donors (over two years)  
$160,000

Claude Worthington Benedum Foundation  
2010 Annual Report  
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<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Project Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>WV Alliance for Sustainable Families, Inc.</td>
<td>Charleston, WV</td>
<td>Continued support for the statewide campaign to expand utilization by eligible citizens of the Earned Income Tax Credit</td>
<td>$75,000</td>
</tr>
<tr>
<td>Community Development</td>
<td>Berea, KY</td>
<td>Build network of partners to promote policy change, program development, and research in the area of asset-building and economic sustainability for low-income families</td>
<td>$75,000</td>
</tr>
<tr>
<td>Berea College</td>
<td>Berea, KY</td>
<td>In collaboration with the West Virginia Community Development Hub, to provide scholarships for organizations and teams to attend the Brushy Fork Annual Institute</td>
<td>$15,000</td>
</tr>
<tr>
<td>Community Association Reinforcing Education, Inc.</td>
<td>Philippi, WV</td>
<td>Demonstration of a community-based solar energy program assisting low-income families in reducing energy expenses</td>
<td>$75,000</td>
</tr>
<tr>
<td>CommunityWorks in West Virginia, Inc.</td>
<td>Charleston, WV</td>
<td>Expansion of mortgage loan program</td>
<td>$45,000</td>
</tr>
<tr>
<td>Habitat for Humanity of West Virginia</td>
<td>Charleston, WV</td>
<td>Staffing to develop resources</td>
<td>$45,000</td>
</tr>
<tr>
<td>Hope Community Development Corporation</td>
<td>Charleston, WV</td>
<td>Pre-development costs associated with property acquisition for a comprehensive community and housing development program (over two years)</td>
<td>$100,000</td>
</tr>
<tr>
<td>Marion County Habitat for Humanity</td>
<td>Fairmont, WV</td>
<td>Implementation of a new Emergency Home Repair Program (over two years)</td>
<td>$80,000</td>
</tr>
<tr>
<td>New River Gorge Regional Development Authority</td>
<td>Beckley, WV</td>
<td>Reaching the Summit Project, a community and economic development initiative to address needs of the Boy Scout Project being established in the New River Gorge region of West Virginia</td>
<td>$90,000</td>
</tr>
<tr>
<td>North Central West Virginia Community Action Association, Inc.</td>
<td>Fairmont, WV</td>
<td>Matching funds to support a group work camp to repair homes in Pocahontas County</td>
<td>$9,500</td>
</tr>
<tr>
<td>Parkersburg Area Community Foundation</td>
<td>Parkersburg, WV</td>
<td>Demonstration project to improve organizational capacity to serve as a catalyst for community change in 10 West Virginia counties</td>
<td>$62,500</td>
</tr>
<tr>
<td>Southern Appalachian Labor School Foundation, Incorporated</td>
<td>Kincad, WV</td>
<td>Administrative and operating support for low-income housing initiatives in 2011</td>
<td>$60,000</td>
</tr>
<tr>
<td>West Virginia Center for Civic Life, Inc.</td>
<td>Charleston, WV</td>
<td>Expansion of civic engagement activities in West Virginia communities to enhance decision-making related to community priorities</td>
<td>$100,000</td>
</tr>
<tr>
<td>West Virginia Community Development Hub, Inc.</td>
<td>Stonewood, WV</td>
<td>Continued implementation of the West Virginia Community Development Model in selected communities and expansion of the Community Development Network</td>
<td>$240,000</td>
</tr>
<tr>
<td>West Virginia Department of Environmental Protection</td>
<td>Charleston, WV</td>
<td>West Virginia Sustainable Communities Project</td>
<td>$125,000</td>
</tr>
<tr>
<td>West Virginia Development Office</td>
<td>Charleston, WV</td>
<td>Matching funds for program initiatives for the 2010–2011 West Virginia Flex-E-Grant program</td>
<td>$150,000</td>
</tr>
<tr>
<td>West Virginia Grant Makers Association, Inc.</td>
<td>Weston, WV</td>
<td>Development of a plan to enhance attraction of federal and private foundation dollars to support community development, economic development, and health and human services projects</td>
<td>$30,000</td>
</tr>
<tr>
<td>West Virginia Telehealth Alliance, Inc.</td>
<td>Scott Depot, WV</td>
<td>Matching funds for administrative support for federally funded initiative to advance telehealth applications throughout the health care system and facilitate web-based health care education and training</td>
<td>$100,000</td>
</tr>
<tr>
<td>West Virginia University Foundation, Inc.</td>
<td>Morgantown, WV</td>
<td>West Virginia Campus Compact Mini-Grant Project to create a civic engagement service learning model between member colleges and community organizations</td>
<td>$250,000</td>
</tr>
<tr>
<td>West Virginia Telehealth Alliance, Inc.</td>
<td>Parkersburg, WV</td>
<td>Creation of brownfield redevelopment teams to guide communities toward revitalization, entrepreneurship, and sustainable development of brownfields (over two years)</td>
<td>$202,000</td>
</tr>
<tr>
<td>Wood County Habitat for Humanity</td>
<td>Parkersburg, WV</td>
<td>Expansion of ReStore facility due to loss of funding from other sources</td>
<td>$50,000</td>
</tr>
</tbody>
</table>
**ECONOMIC DEVELOPMENT**

**Collaborative for the 21st Century**

**Appalachia, Inc.**
Charleston, WV
Establishment of a network of systems to enhance West Virginia’s image and expand its economy
$150,000

**I-79 Development Council, Inc.**
Fairmont, WV
Expansion of the West Virginia Angel Network to establish relationships with early-stage businesses and increase deal flow quality
$100,000

**Marshall University Research Corporation**
Huntington, WV
Expansion of economic development capabilities to promote the Bioscience Blueprint for economic development
$250,000

**The Mid-Atlantic Technology, Research and Innovation Corporation (MATRIC)**
South Charleston, WV
On behalf of The JOBS Project, in support of local renewable energy initiatives
$75,000

**Natural Capital Investment Fund, Inc.**
Shepherdstown, WV
Support growth of renewable energy sector and promote energy efficiency to create green jobs and increase business development in distressed and at-risk counties in West Virginia
$150,000

**New Appalachian Farm and Research Center, Inc.**
Rock Cave, WV
Study and promotion of economic development options for agri-tourism in northcentral West Virginia
$100,000

**Travel Beautiful Appalachia, Inc.**
Ashland, WV
Increase access to training and economic development opportunities in the McDowell County region
$50,000

**Valley Ventures, Incorporated**
Wheeling, WV
Continued start-up support and implementation of a regional entrepreneurial development program
$48,000

**Vision Shared, Inc.**
Charleston, WV
Operating and program support
$150,000

**West Virginia Coalition for Technology-Based Economic Development, Inc. dba TechConnectWV**
Charleston, WV
Continuation and expansion of efforts to increase West Virginia’s technology economy
$200,000

**West Virginia Community Development Hub, Inc.**
Stonewood, WV
Development of the West Virginia Local Food Coalition and enhancement of the local food system
$88,000

**West Virginia High Technology Consortium Foundation**
Fairmont, WV
Translational Research and Commercialization: Energy Program (over two years)
$420,000

**West Virginia University Foundation, Inc.**
Morgantown, WV
Support of the West Virginia Statewide Collegiate Student Business Plan Competition
$50,000

**Wheeling Jesuit University**
Wheeling, WV
Creation of the Innovation and Entrepreneurship Center to expand business and economic development in the Northern Panhandle
$135,000

**SOUTHWESTERN PENNSYLVANIA**

**EDUCATION**

**Advancing Academics**
Turtle Creek, PA
Program to enable low-income high school seniors to enroll and remain in college through application assistance and mentoring
$25,000

**Allegheny Intermediate Unit**
Homestead, PA
Establishment of the Center for Creativity, Arts & Technology to provide arts integration resources and professional development to the 67 school districts of Allegheny, Washington, Greene, and Fayette Counties (over two years)
$250,000

**Carnegie Mellon University**
Pittsburgh, PA
Curriculum development project, in partnership with Allegheny Intermediate Unit, based on student-generated stories, academic projects, and art
$200,000

**Community College of Allegheny County Educational Foundation**
Pittsburgh, PA
Expansion of the network of Community College–administered remediation centers in Washington County high schools to help underachieving students become college-ready (over two years)
$186,500

**The Consortium for Public Education**
McKeesport, PA
Development of an individualized learning plan for all students in transition from middle to high school
$100,000
Innovation Works, Inc.
Pittsburgh, PA
College internships that lead to employment
$200,000

LeMoyne Center, Inc.
Washington, PA
After-school arts program in partnership with the August Wilson Center
$45,000

The Mattress Factory, LTD
Pittsburgh, PA
Initiation of a professional development program that incorporates installation art across disciplines, to be piloted in Intermediate Unit 1 (over two years)
$150,000

The Pittsburgh Foundation
Pittsburgh, PA
Pooled fund through which local funders support projects related to education reform in the Pittsburgh Public Schools
$100,000

Propel Schools Foundation
Pittsburgh, PA
Expansion of a teaching artist program through a network of charter schools
$150,000

Washington and Jefferson College
Washington, PA
Master Teacher Program to improve teaching throughout the region (over two years)
$250,000

Washington Community Arts and Cultural Center
Washington, PA
Initiation of an after-school arts program serving seven Washington County school districts (over two years)
$150,000

Westmoreland County Community College
Youngwood, PA
Development of an energy-related training program at the Greene County campus (over two years)
$155,000

YWCA of Greater Pittsburgh
Pittsburgh, PA
Initiation of an arts and technology after-school program in partnership with the YWCA of Wheeling, Oglebay Institute in Wheeling, and the LeMoyne Center, Washington, Pennsylvania, and Carnegie Mellon University (over two years)
$200,000

COMMUNITY DEVELOPMENT

Allegheny County Parks Foundation
Pittsburgh, PA
Connection of South Park to the Monongahela Trail and the Great Allegheny Passage
$200,000

Community Design Center of Pittsburgh
Pittsburgh, PA
Increased civic engagement by focusing on good design in community planning efforts
$100,000

The Mon Valley Initiative
Homestead, PA
Development of a plan for expansion of membership and technical assistance to community development corporations in Washington and Fayette Counties
$20,500

The Pittsburgh Foundation
Pittsburgh, PA
Promotion of individual charitable giving through a challenge program funded by a group of foundations
$50,000

Riverlife
Pittsburgh, PA
Renovation of the fountain at Point State Park as a key element of Pittsburgh’s riverfront development
$50,000

Sprout Fund
Pittsburgh, PA
Mini-grants for community projects initiated by young people from Allegheny, Fayette, and Greene Counties
$100,000

Sustainable Pittsburgh
Pittsburgh, PA
Regional community development network that engages public officials and business leaders in sustainable growth practices
$100,000

The Women and Girls Foundation of Southwest Pennsylvania
Pittsburgh, PA
Increase in the civic engagement of women and girls in Southwest Pennsylvania
$100,000

ECONOMIC DEVELOPMENT

3 Rivers Connect
Pittsburgh, PA
Support for the Regional Indicator Project, an online resource of social and economic data
$60,000

Allegheny Conference on Community Development
Pittsburgh, PA
Operating support
$200,000

Chatham University
Pittsburgh, PA
Center for Women’s Entrepreneurship to assist rural women-owned businesses, in partnership with the Progress Fund (over two years)
$178,000

Citizens for Pennsylvania’s Future
Harrisburg, PA
Ongoing support for 3 Rivers Clean Energy project
$37,250

cityLab, Inc.
Pittsburgh, PA
Creation of an economic development blueprint for arts-centered business districts based in the Penn Avenue Arts Corridor
$35,000

Cleveland Development Foundation
Cleveland, OH
Continued work of the Tech Belt Initiative, a two-state economic development strategy
$10,000

Diversity Business Resource Center
Pittsburgh, PA
Outreach program to help small rural businesses take advantage of government contracting opportunities
$75,000
Greater Pittsburgh Arts Council
Pittsburgh, PA
Management assistance, grants, audience development, and advocacy services to arts organizations in Southwestern Pennsylvania
$75,000

Greater Pittsburgh Community Food Bank
Duquesne, PA
Food distribution to a number of pantries
$100,000

Idea Foundry
Pittsburgh, PA
Business assistance and financial capital to new technology-based companies
$100,000

Creation of an entertainment technology industry cluster in partnership with the Pittsburgh Technology Council (over two years)
$150,000

Innovation Works, Inc.
Pittsburgh, PA
14th Annual State Science and Technology Institute Conference to be held in Pittsburgh
$5,000

The Mon Valley Initiative
Homestead, PA
Marketing campaign to attract businesses to the two trail towns of West Newton and Charleroi
$95,000

Pittsburgh Ballet Theatre, Inc.
Pittsburgh, PA
Support for the 2010–11 season
$75,000

Pittsburgh Opera, Inc.
Pittsburgh, PA
Support for the 2010–11 season
$75,000

Pittsburgh Public Theater Corporation
Pittsburgh, PA
Support for the 2010–11 season
$75,000

Pittsburgh Symphony, Inc.
Pittsburgh, PA
Support for the 2010–11 season
$100,000

Commitment to Excellence Campaign (over two years)
$300,000

The Pittsburgh Trust for Cultural Resources
Pittsburgh, PA
Support for the 2010 Three Rivers Arts Festival
$20,000

Support for the 2010–11 season of the Pittsburgh Dance Council, Inc.
$35,000

University of Pittsburgh
Pittsburgh, PA
Upgrade of systems and facilities to increase the supply of locally grown foods from Greene and Washington County farms
$75,000

The Progress Fund
Greensburg, PA
Trail Town Program, a tourism-related economic development initiative along the Great Allegheny Passage
$100,000

Renewable Manufacturing Gateway
Pittsburgh, PA
Planning study and analysis and expansion of manufacturing to create jobs in the energy sector, and targeted assistance to grow market share
$85,000

OTHER

The Foundation Center
New York, NY
2010 program support
$8,500

Friends of Hôpital Albert Schweitzer Haiti
Pittsburgh, PA
Aid to victims of the earthquake in Haiti
$75,000

The Grantmakers of Western Pennsylvania
Pittsburgh, PA
Operating and program support in 2010
$17,400

West Virginia Grant Makers Association, Inc.
Weston, WV
Operating and program support
$49,700
2010 Financial Information

The Foundation's fiscal year corresponds to the calendar year. At the end of 2010, the market value of the Foundation’s investments, including cash, was $364,946,789. Grants authorized during the year totaled $15,636,550. The Foundation makes multi-year commitments, with payments scheduled over as many as five years. At year-end 2010, outstanding grant commitments totaled $3,421,500.

The following indicates invested assets, and authorizations and payments of grants and program-related investments over the last five years.

<table>
<thead>
<tr>
<th>Year</th>
<th>Investments Including Cash</th>
<th>Grants Authorized and Program-Related Investments*</th>
<th>Grant and Program-Related Investment Payments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>$424,567,779</td>
<td>$21,561,740</td>
<td>$18,180,905</td>
</tr>
<tr>
<td>2007</td>
<td>$443,810,770</td>
<td>$18,719,950</td>
<td>$20,068,200</td>
</tr>
<tr>
<td>2008</td>
<td>$288,825,313</td>
<td>$21,458,369</td>
<td>$18,862,619</td>
</tr>
<tr>
<td>2009</td>
<td>$340,177,241</td>
<td>$9,642,700</td>
<td>$13,724,700</td>
</tr>
<tr>
<td>2010</td>
<td>$364,946,789</td>
<td>$15,636,550</td>
<td>$15,222,050</td>
</tr>
</tbody>
</table>

*includes contingent grants

The Foundation maintains a diverse portfolio. The following table summarizes the cost and fair value of the Foundation’s investments as of December 31, 2010. In its audited financial statements and for the federal tax return, the Foundation reports investments at fair value:

<table>
<thead>
<tr>
<th>2010</th>
<th>Cost</th>
<th>Fair Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term investments</td>
<td>$890,559</td>
<td>$890,559</td>
</tr>
<tr>
<td>Domestic</td>
<td>33,264,594</td>
<td>38,511,281</td>
</tr>
<tr>
<td>International</td>
<td>63,815,513</td>
<td>80,492,598</td>
</tr>
<tr>
<td>Tactical asset allocation</td>
<td>28,227,242</td>
<td>35,323,727</td>
</tr>
<tr>
<td>Fixed income</td>
<td>30,731,173</td>
<td>32,962,186</td>
</tr>
<tr>
<td>Hedge funds</td>
<td>49,078,367</td>
<td>56,835,184</td>
</tr>
<tr>
<td>Real assets</td>
<td>47,209,619</td>
<td>46,718,371</td>
</tr>
<tr>
<td>Private limited partnerships</td>
<td>61,784,964</td>
<td>66,569,414</td>
</tr>
<tr>
<td></td>
<td>315,002,031</td>
<td>358,303,320</td>
</tr>
<tr>
<td>Program-related investments</td>
<td>4,257,745</td>
<td>4,257,745</td>
</tr>
<tr>
<td></td>
<td>319,259,776</td>
<td>362,561,065</td>
</tr>
<tr>
<td>Cash</td>
<td>2,385,724</td>
<td>2,385,724</td>
</tr>
<tr>
<td></td>
<td>$321,645,500</td>
<td>$364,946,789</td>
</tr>
</tbody>
</table>
Summarized Financial Information

### Assets, Liabilities, and Unrestricted Net Assets

<table>
<thead>
<tr>
<th>December 31</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>$362,561,065</td>
<td>$333,898,173</td>
</tr>
<tr>
<td>Cash and equivalents</td>
<td>2,385,724</td>
<td>6,279,068</td>
</tr>
<tr>
<td>Accrued investment income and other assets</td>
<td>408,601</td>
<td>463,659</td>
</tr>
<tr>
<td>Receivables from private limited partnerships and hedge funds</td>
<td>770,439</td>
<td>4,880,860</td>
</tr>
<tr>
<td>Property and equipment, net of depreciation</td>
<td>578,606</td>
<td>574,407</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$366,704,435</strong></td>
<td><strong>$346,096,167</strong></td>
</tr>
</tbody>
</table>

| **Liabilities and Unrestricted Net Assets** |             |             |
| Grants payable | $3,421,500 | $3,082,000 |
| Unrestricted net assets | 363,282,935 | 343,014,167 |
| **Total liabilities and unrestricted net assets** | **$366,704,435** | **$346,096,167** |

### Change in Unrestricted Net Assets

<table>
<thead>
<tr>
<th>Year ended December 31</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends</td>
<td>$1,357,232</td>
<td>$1,669,289</td>
</tr>
<tr>
<td>Interest</td>
<td>1,945,176</td>
<td>1,829,209</td>
</tr>
<tr>
<td>Net gain on investments</td>
<td>28,829,034</td>
<td>61,665,139</td>
</tr>
<tr>
<td>Partnership income</td>
<td>8,241,905</td>
<td>4,082,369</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td><strong>$40,373,347</strong></td>
<td><strong>$69,246,006</strong></td>
</tr>
</tbody>
</table>

| **Grants and Expenses** |             |             |
| Grants (net of refunds) | $15,326,659 | $9,230,195  |
| Investment management and custodial fees | 2,775,664 | 2,259,572 |
| Grant administration    | 1,416,880    | 1,560,391    |
| Other administration    | 585,376      | 592,242      |
| Federal excise tax      | 0            | (128,805)    |
| **Total grants and expenses** | **20,104,579** | **13,513,595** |

| **Increase in Unrestricted Net Assets** |             |
|                                         | $20,268,768  | $55,732,411 |

This information is summarized from the books and records of the Foundation. Copies of audited financial statements are available upon request.
Excerpts from the Fifth Codicil to the Last Will & Testament of Michael L. Benedum

The disposition of a not inconsiderable estate is never an easy assignment.

It has been a thorny & laborious problem for me because, recognizing my frailty & inadequacy, I have not been able to lose sight of the awesome responsibility involved.

If I could have looked upon my material goods as personal property, belonging to me alone, my task would have been immeasurably lighter. But I have never regarded my possessions in that light. Providence gives no fee simple title to such possessions. As I have seen it, all of the elements of the earth belong to the Creator of all things, and He has, as a part of the Divine Purpose, distributed them unevenly among His children, holding each relatively accountable for their wise use and disposition.

I have always felt that I have been only a trustee for such material wealth as Providence has placed in my hands. This trusteeship has weighed heavily upon me. In carrying out this final responsibility of my stewardship, I have sought to utilize such wisdom and understanding of equity as the Creator has given me. No one with any regard for his responsibility to his God and his fellow man should do less. No one can do more.

As I have seen it, life is but a proving ground where Providence tests the character and mettle of those He places upon the earth. The whole course of mortal existence is a series of problems, sorrows & difficulties. If that existence be rightly conducted, it becomes a progress towards the fulfillment of human destiny. We must pass through darkness to reach the light.

Throughout my adult life, day by day & year by year, I have been instilled with the conviction that wealth cannot be measured in terms of money, stocks, bonds, broad acres or by ownership of mine and mill. These cannot bear testimony to the staple of real excellence of man or woman. Those who use a material yardstick to appraise their wealth and foolishly imagine themselves to be rich are objects of pity. In their ignorance and misanthropic isolation, they suffer from shrinkage of the soul.

All of us aspire to a higher and better life beyond this, but I feel that the individual who seeks to climb the ladder alone will never find the way to Paradise. Only those who sustain the faltering ones on the rungs above and extend a helping hand to the less fortunate on the rungs below, can approach the end with the strength of sublime faith and confidence.
At the end of life each of us must face the great teacher that we call death. Stern, cold & irresistible, it walks the earth in dread mystery and lays its hands upon all. The wealth of empires cannot stay its approach. As I near my rendezvous with this common leveler of mankind, which takes prince and pauper alike to the democracy of the grave, I do so with resignation to the will of God, and with faith in His eternal justice.

Life has been sweet to me … sweet in the loved ones that have been mine, sweet in the friends who have surrounded me & rewarding in the opportunities that have come my way. I could not leave this earth with any degree of happiness and satisfaction if I felt that I had not tried to bring some of these joys to those less fortunate than I have been.

We know not where seed may sprout. In the poorest and most unregarded child who seems to be abandoned to ignorance and evil, there may slumber virtue, intellect and genius. It is our duty to sow and to nurture, leaving it to others to harvest the fruits of our efforts.

While I am conscious that my love for the land that gave me birth has been an influence in guiding the disposition of my estate, there are other practical reasons why I have favored my native state of West Virginia. It is not that I am unmindful or unappreciative of my adopted home of Pennsylvania, but rather that I have sought to appraise and balance the needs of each and the available potential for supplying those needs.

I cannot close my eyes to the realistic consideration that Pittsburgh and Pennsylvania abound in riches, having a citizenship in which men of great wealth are more common than rare. West Virginia is in a less fortunate position. There can be no question but that its needs are much greater than those of my adopted home. Consequently, in making specific provisions for West Virginia institutions, I have done so in good conscience, with a sense of equity & with recognition of a responsibility to distribute my estate in a way that will bring the greatest good to the greatest number. This decision was not made lightly or impetuously.

Conscious that in this Codicil to my Last Will & Testament, I am figuratively speaking from the grave, and that the great book of my account with the Creator has been closed beyond change or amendment, I submit my soul to His tender mercy, and my memory to the generosity & compassion of my fellow man.

Signed by Michael L. Benedum on the 15th day of June 1957
Trustees
Paul G. Benedum, Jr., Chairman
Pittsburgh, Pennsylvania
Esther L. Barazzone
Pittsburgh, Pennsylvania
Ralph J. Bean, Jr.
Bridgeport, West Virginia
G. Nicholas Beckwith III
Pittsburgh, Pennsylvania
William P. Getty
Pittsburgh, Pennsylvania
Lloyd G. Jackson II
Hamil, West Virginia
Robert B. Walker
Huntington, West Virginia

Trustees Emeriti
Paul R. Jenkins
Pittsburgh, Pennsylvania
Governor Hulett C. Smith
Beckley, West Virginia
L. Newton Thomas
Charleston, West Virginia
G. Randolph Worls
Wheeling, West Virginia

Honorary Trustee
Governor Gaston Caperton
Shepherdstown, West Virginia

Staff
Marcie G. Berry
Treasurer
Catherine M. Budash
Assistant to Dwight Keating
and Accounting Assistant
James V. Denova
Vice President
William P. Getty
President
Sandy Harvey
Administrative Assistant to
William Getty and Mary Hunt-Lieving
Mary Hunt-Lieving
Senior Program Officer
Lori A. Lordo
Assistant Treasurer
Dwight M. Keating
Vice President and
Chief Investment Officer
Margaret M. Martin
Grants Administrator
Rose A. McKee
Secretary and Director
of Administration
Kimberly Barber Tieman
Program Officer
Maureen D. Yock
Administrative Assistant to
Kimberly Tieman and James Denova