



Metropolitan Group
the power of voice

February 14, 2010

Name
Organization
Address
Address
City, State ZIP

Strategic Communication

Resource Development

Dear <first name>:

Multicultural Communication

Today is our firm's 21st anniversary, and as has been our tradition, we are taking this opportunity to reflect on the previous year, share a few of our highlights and reconnect with our community.

Organizational Development

This past year has been a great challenge to the people, causes and organizations we serve. The economic recession has impacted every aspect of our society, with the most vulnerable people hit disproportionately hard. Economic, educational and health care disparities have widened as communities have lost jobs, savings, homes and support services provided by the community sector. In this context, the work of social purpose organizations is in even greater demand and takes on greater urgency. To meet these needs in a time of diminished resources has required innovation, creativity and transformative thinking. We are honored to have collaborated with foundations, nonprofits, public agencies and socially responsible businesses that have seized opportunities for transformational change by developing new approaches to ensure impact during challenging times.

This year, we worked with our clients to:

- increase access to **early childhood development** programs, **college scholarships**, **library resources** and **HIV/AIDS prevention** for Latino communities;
- advance comprehensive **immigration reform**;
- increase access to **health services** for vulnerable populations;
- raise capital for much-needed **libraries**, **schools** and **community centers**;
- help **family farmers** access the marketplace;
- increase access to and participation in **reading** and **libraries**;
- develop a **conservation** and **stewardship** strategy for Puerto Rico;
- increase the resource development capacity of **public health** associations nationwide;
- advance **social justice philanthropy**;
- expand equitable access to **arts** as part of a quality **education**;
- conduct outreach for **mental health services** to communities in need;
- connect faith organizations with **environmental action** and advocacy;

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Metropolitan Group crafts strategic and creative services that empower social purpose organizations to build a just and sustainable world.

www.metgroup.com

- promote pioneering **green development** projects, including the first urban high-rise building in the United States to have an array of wind turbines and early feasibility for the first large-scale living building, and
- highlight the link between tobacco use and nearly every **chronic disease**.

Our team appreciates the opportunity to work with innovative and committed leaders and together invest in creating a more just, equitable and sustainable community.

In the past year, we have developed and shared key findings from our work through a series of articles called *Creating Community Capital*: “Increasing Relevance, Relationships and Results: Principles & Practices for Effective Multicultural Communication”; “Building Public Will”; “Measuring What Matters: The Challenge of Quantifying Social Change,” and “A Values-Based Approach to Social Purpose Advocacy.” These articles have sparked conversation, and we have heard from many colleagues who have used them to engage their teams and stakeholders. We invite you to download the series, share its content and share your ideas for building community capital. All articles are available at www.metgroup.com/communitycapital.

Throughout our 21 years, we have been fortunate to engage the talents and passion of an amazing team. Please join us in congratulating staff members who received promotions this past year: Jennifer Messenger Heilbronner to senior vice president, Nicole Carter to senior associate and Kirsten Gunst to associate.

On behalf of my partners—Laura K. Lee Dellinger, Maria Elena Campisteguy and Al Machemehl—and the entire MG team, I look forward to working together with you to strengthen our communities. We thank you for the positive impact you create and for being an important and inspirational part of our lives and work. Please contact any of us if we can be of assistance.

We wish you a year of opportunity, success and impact.

Sincerely,



Eric Friedenwald-Fishman
Creative Director / President



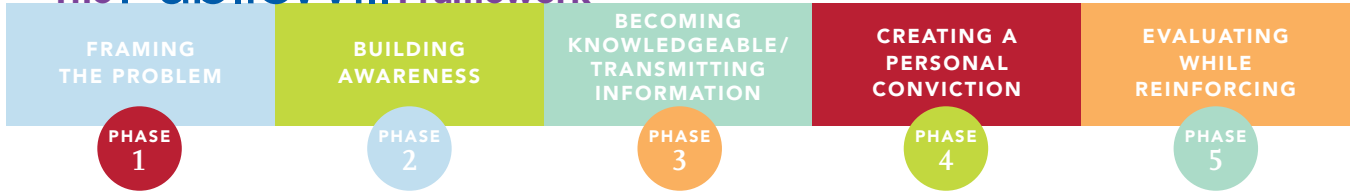
Thank you to our 2009 Clients

Alaska Wilderness League
Albertina Kerr Centers
American Library Association
American Public Health Association
BPM Development
City of Seattle
Clackamas County
Colorado Conservation Trust
Conservation Trust of Puerto Rico
County of San Diego
Education Northwest
Equal Justice Works
Farmworker Justice
Feeding America
Ford Foundation
Gerding Edlen Development
Hispanic Scholarship Fund
JAE Oregon Inc.
King County Library System
King County Library System Foundation
Little City Foundation
Living Building Initiative
Living Cities
Maine Assembly on School-Based Health Care
METRO
Metro/MERC
Morehouse School of Medicine
Morrison Child and Family Services
Ms. Foundation for Women
National Assembly on School-Based Health Care
National Education Association
National Federation of Nurses
National Immigration Forum
National Youth Advocacy Coalition
Native American Rehabilitation Association of the Northwest Inc. (NARA)
Naumes Inc.
New Seasons Market
New Villages Group Ltd.
Oregon School-Based Health Care Network
Oregon Rail Heritage Foundation
Oregon Sustainability Center
Organically Grown Co.
Performing Arts Workshop
Portland Bureau of Planning and Sustainability
Portland Development Commission
Portland Sustainability Institute (PoSI)
Rye Collaborative
School-Community Health Alliance of Michigan
Seattle Public Schools
ShoreBank
State of Oregon Department of Human Services
The Chicago Community Trust
Travel Portland
Upstream Public Health
Vernonia School District 47J
Voices for Illinois Children
W.K. Kellogg Foundation
Washington State Library
West Hollywood Library Foundation
Workforce Alliance
YMCA of the USA
Zimmer Gunsul Frasca Architects LLP

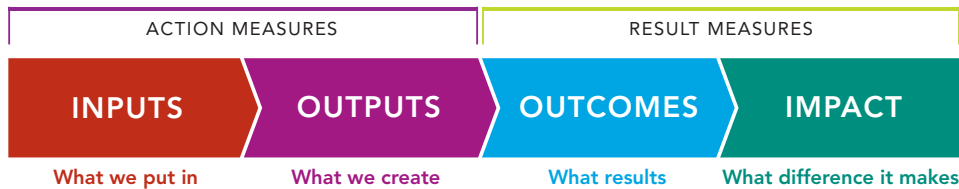
TWENTY years of building community capital

A series of articles sharing what we have learned

The PublicWill Framework



Measuring *what* Matters



INCREASING **Relevance** | **Relationships** AND **Results**: PRINCIPLES & PRACTICES FOR EFFECTIVE MULTICULTURAL COMMUNICATION

- PRINCIPLE 1: Check Your Assumptions at the Door: *Begin with yourself*
- PRINCIPLE 2: Understand the Cultural Context(s) of Your Audience: *Do your homework*
- PRINCIPLE 3: Invest Before You Request: *Create community-centered partnerships*
- PRINCIPLE 4: Develop Authentic Relationships: *Maintain a long-term perspective*
- PRINCIPLE 5: Build Shared Ownership: *Engage, don't just involve*
- PRINCIPLE 6: Walk Your Talk: *Lead by example*
- PRINCIPLE 7: Relate, Don't Translate: *Place communication into cultural context*
- PRINCIPLE 8: Anticipate Change: *Be prepared to succeed*

Successful
Advocacy

A VALUES-BASED APPROACH



download these articles at www.metgroup.com/communitycapital