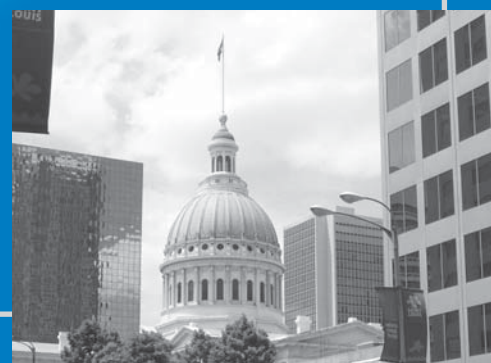
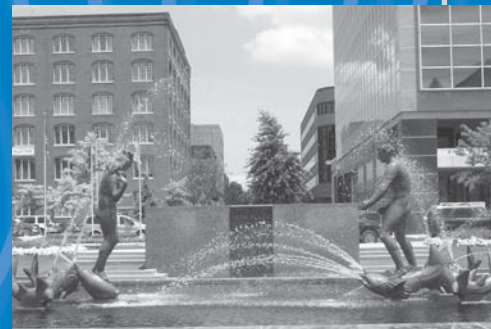


**FOCUS**  
St. Louis



## Our Mission

To create a thriving, cooperative region by engaging citizens to participate in active leadership roles and to influence positive community change.

## Our Values

Citizen Involvement  
Quality Leadership  
Regional Perspective  
Diversity  
Community Consensus  
Focused Outcomes

## Our Major Roles

Developing Leadership  
Influencing Policy  
Promoting Community  
Connections

## Our Highest Priorities

Good Governance  
Racial Equality and Social Justice  
Quality Educational Opportunities  
Sustainable Infrastructure

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***“Leadership is...the ability to bring people together to get things done.” Ron Heifetz***

Throughout the 2002-2003 year at FOCUS St. Louis, we have been bringing people together and getting things done. In so many areas — racial equity, regional governance, educational opportunities, business diversity, and leadership development to name just a few — we have demonstrated that the region’s challenges can be successfully addressed through innovative approaches and visionary leaders who are committed to creating a thriving, cooperative region.

***Highlights of our work in the region include:***

- Establishment of the Metropolitan Forum, the first true regional partnership to address long-term challenges in the St. Louis region.
- Playing a lead role in the Racial Equity Collaborative, a critical follow-up to last year’s racial equity report.
- Convening a task force of diverse citizens to explore educational opportunities for New Americans and creating initiatives to retain more of our young, future leaders.
- Reaching across the Missouri and Mississippi Rivers to engage citizens in St. Charles and Metro East as key members of our regional team.

The work we are doing is typically complex, often difficult, and at times painstaking. But our progress is unmistakable and rewarding. The community is beginning to view our common issues through a regional lens. Citizens are gaining a voice on critical issues and local leaders are listening. Creative solutions are being developed and organizations from across the country are calling FOCUS to learn from our example.

Our success, as always, begins with the talented group of members and alumni who make FOCUS St. Louis unique. We thank them for helping us make our region a better place for all of us.



Donald B. Dorwart  
President of the Board



Christine A. Chadwick  
Executive Director



Donald B. Dorwart



Christine A. Chadwick



The Facilitation Team for the LSL Weekend on Racism. Front row: Susan Katzman, Dan Bradley, Carmen Garcia Ruiz, Tony Neal, and Mary Ferguson. Back row: Rev. Emery Washington, Sr., Leon Sharpe, Rob Good, and Ron Jackson.



The 6<sup>th</sup> annual "What's Right With The Region!" awards honored 22 individuals and organizations for their outstanding work in the community. Shown here at the pre-awards reception are (l-r) FOCUS Executive Director Chris Chadwick, John Bachmann (co-chair), Kathryn Nelson (Leadership Award winner), Bert Walker (Leadership Award winner), and Pat Mercurio (co-chair).



Joan Esserman facilitates a Leadership Plenty training session at the FOCUS office.

## Developing Leadership

Strong and dedicated leadership is vital to the success of our region. At FOCUS St. Louis, our leadership programs are a valuable source of experiential learning, new ideas, and practical tools to enhance participants' capacity for leadership.

- The Leadership St. Louis program entered its 27<sup>th</sup> year with a diverse blend of 59 established and emerging leaders. More than 200 alumni, members and friends offered their time, services, or facilities to support this dynamic and popular program.
- The nine-month-long Youth Leadership St. Louis program, now in its 14<sup>th</sup> year, provided leadership training to 130 students and 25 teachers from public, private and parochial schools.
- In the 13<sup>th</sup> year of Community Leadership for Teachers, 15 educators from public, private and parochial schools completed this ten-month program.
- The Experience St. Louis program, offered in partnership with the Regional Chamber and Growth Association, provided 32 executives and their spouses with a thought-provoking orientation to the St. Louis region.

## Influencing Policy

FOCUS St. Louis impacts local policy decisions by providing the means and motivation for collaboration, research, and analysis around issues of regional importance.

### GOOD GOVERNANCE

Recognizing the need for stronger regional partnerships to address longstanding and complex issues, FOCUS St. Louis, East-West Gateway Coordinating Council, and the Regional Chamber and Growth Association established **The Metropolitan Forum** to set the foundation for a sustained collaboration among the government, business and civic sectors. The Metropolitan Forum was the subject of the opening case study at the National Alliance for Regional Stewardship conference held in May 2003. FOCUS was a co-sponsor of this national forum.

### RACIAL EQUALITY AND SOCIAL JUSTICE

To implement the recommendations in its landmark July 2001 publication, *Racial Equality in the St. Louis Region: A Community Call to Action*, FOCUS convened the **Racial Equity Collaborative**. The Collaborative is funded by a \$150,000 planning grant from the Deaconess Foundation and includes the Anti-Defamation League, the National Conference for Community and Justice, RegionWise, and the Aspen Institute Roundtable on Comprehensive Community Initiatives. Using the framework of structural racism and the theory of change, the Collaborative will look at racial disparities in education, housing, and economics in the St. Louis region.

### QUALITY EDUCATIONAL OPPORTUNITIES

FOCUS served as the lead agency for the **Education Equity Action Team (EEAT)**, part of the Children's Agenda sponsored by Vision for Children at Risk. In March 2003, the EEAT co-sponsored the Hager-Holloway Forum on "Race, Class and the Education of Every Child." FOCUS also helped guide the EEAT through an outcome evaluation and planning process.

**The Educational Opportunities for New Americans Task Force**, a citizen-based group representing education, business, and social services, was convened in December 2002. The Task Force was charged with studying and preparing a report on how state and local educational systems can meet the growing needs of New Americans in St. Louis. The report will be available to FOCUS members and friends in late 2003.

## ***SUSTAINABLE INFRASTRUCTURE***

FOCUS' timely report, "Preparing the St. Louis Region for Leadership in the 21<sup>st</sup> Century Economy: Attracting and Retaining Young Knowledge Workers to Our Region" identified a crisis situation in the region's ability to attract and retain young knowledge workers. The report, published in July 2002, recommended increased collaboration among private, public and civic sectors to capitalize on, connect, and market St. Louis' resources.

## ***Promoting Community Connections***

**F**OCUS is at the center of a wide range of initiatives to bring citizens together in the pursuit of a thriving, cooperative region. These initiatives extend to all parts of the region and encourage individuals, corporations, organizations, and other groups to share their ideas and energy.

## ***BRIDGES ACROSS RACIAL POLARIZATION®***

Bridges Across Racial Polarization®, FOCUS' nationally acclaimed program that brings together people of different racial and ethnic backgrounds, continued to expand throughout 2002-2003.

- FOCUS partnered with the St. Louis Business Diversity Initiative to launch a corporate Bridges model with Monsanto Company, SBC, Energizer, Edward Jones and Charter Communications.
- Aggressive marketing and recruitment efforts in conjunction with local churches and other organizations resulted in seven new Bridges groups in North St. Louis County and St. Charles County.
- A resource directory for Bridges groups was developed. The directory included articles with discussion guide questions, and lists of books, videos and websites that can be used to stimulate discussion.

## ***Customized Programs***

**I**n addition to its ongoing leadership development, community policy, and community connections work, FOCUS uses its extensive network of experts and its programmatic expertise to develop and implement customized programs for local corporations and organizations.

### **In 2002-2003, FOCUS...**

- Provided a **monthly orientation series** to new associates at the Thompson Coburn LLP law firm.
- Conducted "**strategic planning**" sessions with local community development and housing organizations for the Regional Housing and Community Development Alliance.
- **Facilitated 50 public meetings and focus groups** for the Metropolitan Park & Recreation District (now the Great Rivers Greenway).
- Developed a **1-1/2 day seminar on effective community involvement** for Commerce Bank managers.
- Performed an **external scan** to assist Monsanto with strategies to enhance its community affairs and philanthropic programs.
- Customized a **two-day version of the Experience St. Louis program** for Express Scripts.



LSL class members share their observations with teachers from the Teach for America program after shadowing 31 teachers in 14 schools.



Enjoying the festivities at the FOCUS Holiday Open House are (l-r) Karl Wilson, Chris Chadwick, Karen Drake, Virgil Tipton, Gloria Ross and Norman Drey.



Youth Leadership St. Louis participants gather equipment to start their service project at Queeny Park. The students cleared two fields of overgrown honeysuckle that was killing the underlying plants.



Celebrating at the "What's Right With The Region!" awards are Jim Buford, Frank Hamsher, Steve Lewis, and Sue McCollum.

## Other Highlights

- FOCUS provided a variety of networking opportunities for members and prospective members throughout the year, including Breakfast Club meetings, community policy forums, Metro East Eye Openers, and *yourVoice*, a monthly town hall style series on topics related to St. Charles County.
- FOCUS' increasingly popular "What's Right With The Region!" awards celebration attracted more than 500 guests to the 6<sup>th</sup> annual program. FOCUS recognized the achievements of 20 organizations, individuals and initiatives. The prestigious Leadership Award was presented to Kathryn E. Nelson, community volunteer, and George Herbert "Bert" Walker III, chairman emeritus, Stifel, Nicolaus & Company Inc. The event was co-chaired by John Bachmann, managing partner at Edward Jones, and Patricia Mercurio, president of Bank of America.
- FOCUS partnered with osEarth to pilot a **Regional Simulation Game**. The simulation enabled Leadership St. Louis and Youth Leadership St. Louis classes to negotiate, compete, and collaborate on a wide array of simulated regional problems.
- The American Planning Association selected FOCUS, in collaboration with the League of Women Voters, to deliver **Leadership Plenty**. The six-week program, developed by the Pew Partnership for Civic Change, included a nine-step process focusing on how groups can learn to work together and take action on behalf of their community.
- The FOCUS website continued to be a popular source for news, events, and announcements. The site recorded 1,503,997 total hits and 65,887 total visits for the past fiscal year. The site was redesigned in June 2003 to align it more closely with FOCUS' strategic plan.
- The Southern Growth Policies Board recognized FOCUS as an exemplary leadership development and civic enhancement organization.
- Several national and international groups visited FOCUS, including delegations from Tunisia, Algeria, Connecticut, Kentucky, and Virginia.

## Development

**F**OCUS St. Louis continued to enjoy strong support from its members and the local community throughout 2002-2003.

- FOCUS received financial support from more than 73 corporations and foundations.
- One hundred percent of the Board of Directors made financial gifts.
- The Leadership Circle (\$1,000+ members) numbered 54.
- Hundreds of volunteers contributed over 6,400 hours to FOCUS.
- FOCUS hosted nine interns from academic and leadership institutions who assisted staff with policy research, Bridges implementation efforts, and community engagement programs.

## Fiscal Overview

### Statement of Activities

#### Revenue

Corporate and Foundation Contributions	\$322,416
Program Fees	280,852
Membership Dues and Individual Contributions	137,591
Special Events, net of direct expenses	125,800
Contract Service Fees	81,551
In-kind Contributions	33,555
Interest Income	9,445
<b>Total Revenues</b>	<b>\$991,210</b>

#### Expenses

Leadership Development	286,016
Community Policy	<u>353,118</u>
<b>Total Program Services</b>	639,134
Fundraising/Development	174,092
Management and General	<u>166,297</u>
<b>Total Supporting Services</b>	340,389
<b>Total Expenses</b>	<b>\$979,523</b>

#### Financial Position

Revenue in Excess of Expenses	\$ 11,687
Fund Balance at 6/30/02	\$671,493
Fund Balance at 6/30/03	\$683,180

## *Those Who Make It Happen*

We would like to thank the following corporations and individuals for their generous support of FOCUS St. Louis from July 1, 2002 through June 30, 2003. Their investment in our organization demonstrates community leadership and a genuine commitment to a more thriving, cooperative region.

### *Corporations & Foundations*

**\$75,000** – Deaconess Foundation, to support Racial Equity Collaborative

<b>Benefactor</b> <b>\$25,000-\$49,999</b>	Edward Jones	Emerson		
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