

Greater Pittsburgh Community Threads



*A Management Resource for Current and
Prospective Community Leaders*



THE PITTSBURGH
FOUNDATION



THE FORBES FUNDS



Envisioning Pittsburgh's nonprofit sector as innovative, informed, and engaged, The Forbes Funds advances capacity-building within and among the region's nonprofit organizations.

THE COPELAND FUND FOR NONPROFIT MANAGEMENT

The mission of The Copeland Fund for Nonprofit Management is to strengthen the management and policymaking capacity of nonprofit human service organizations to serve better the needs of their communities.

- + Management Enhancement Grants
- + Emergency Grants
- + Cohort (Professional Development) Grants

THE TROPMAN FUND FOR NONPROFIT RESEARCH

The mission of The Tropman Fund for Nonprofit Research is to support applied research on strategic issues that are likely to have profound effects on nonprofit management and governance, especially among human service and community development organizations.

- + Applied Research Projects
- + Annual Research Conference

THE WISHART FUND FOR NONPROFIT LEADERSHIP

The mission of The Wishart Fund for Nonprofit Leadership is to encourage pioneering nonprofit leadership by promoting public learning and discussion about issues critical to ethical and effective management, as well as by celebrating exemplary practices.

- + Leadership Roundtables
- + The Frieda Shapira Medal
- + Alfred W. Wishart, Jr., Award for Excellence in Nonprofit Management



THE PITTSBURGH FOUNDATION

For over 50 years, The Pittsburgh Foundation has worked to improve the quality of life in the Pittsburgh region by evaluating and addressing community issues, promoting charitable giving and connecting donors to the critical needs of the community.

The Pittsburgh Foundation is the 15th largest community foundation in the country. Community foundations are tax-exempt public charities that invest and administer a pool of permanent endowment funds. Close to 1,000 generous individuals, families, businesses and organizations have established funds at The Pittsburgh Foundation, benefiting a wide variety of nonprofit organizations and community needs.

- + Unrestricted grants at The Pittsburgh Foundation - 50 percent of total annual grant making - are awarded in five targeted areas:
 - Achieving Educational Excellence and Equity
 - Fostering Economic Development
 - Supporting Families, Children and Youth
 - Reducing Disparities in Health Outcomes
 - Advancing the Arts
- + Fifty percent of grants made annually by the Foundation are from donor directed funds, which support areas and organizations specifically recommended by our donors.

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Management matters. So do such traits as creativity and compassion, for they distinguish organizations whose leaders succeed in advancing important public purposes. No organization can flourish in pursuing its purposes, however, in the absence of trustees who diligently fulfill their fiduciary responsibilities, executives who anticipate challenges, and staff who implement strategic programming. Those seeking to achieve excellence, then, must continuously examine what they do in the context of what they know.

And what do we know? We know what works; and we must replicate what works, whenever possible. It is perhaps surprising that we know as much as we do about what works in improving community life, what works in building capacity across organizations, and what works in inspiring people to give and volunteer as engaged members of our community. If our knowledge is unexpected, it is because we rarely pause to step back and see the threads we can use to link resources to needs, and talents to opportunities.

GREATER PITTSBURGH COMMUNITY THREADS is a publication that links what we know to what we do – as one community working together to transform our region to become, once again, one of the world’s great centers of innovation and philanthropy. All of us can be innovators; all of us can be philanthropists.

Of course, innovation and philanthropy call for knowledge about what works. GREATER PITTSBURGH COMMUNITY THREADS contains extensive data, key findings and recommendations published in recent studies about the Pittsburgh region generally, as well as about our community’s civic organizations. GREATER PITTSBURGH COMMUNITY THREADS also describes and benchmarks good management practices. Included in these pages are brief profiles of organizations that are excelling in operating critical programs; their practices are models for others to emulate. Additionally, GREATER PITTSBURGH COMMUNITY THREADS is a resource guide, providing information about organizations endeavoring to alleviate poverty, educate families or enrich public spaces. Because the number of nonprofits operating in the Pittsburgh region exceeds 2,700, we have included only a sampling of the most effective organizations.

While trustees, prospective trustees, nonprofit staff, and volunteers across Southwestern Pennsylvania will profit from reading GREATER PITTSBURGH COMMUNITY THREADS, much of the data focuses upon Allegheny County. In Spring 2003, The Forbes Funds conducted a comprehensive survey of all nonprofits operating in Allegheny County, and 403 – or approximately 25% – responded to questions regarding their management practices.

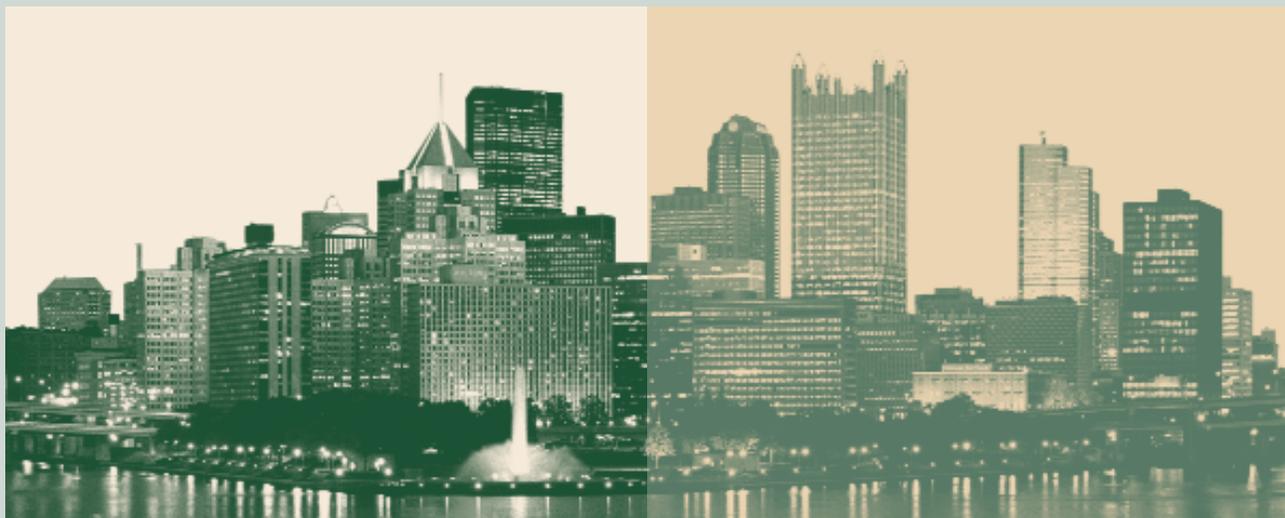


Photo: Copyright, Pittsburgh Post-Gazette, 2003. All rights reserved.

Encouragingly, many nonprofits report having some of the building blocks recommended for sound management. For example, approximately 3 in 4 report having strategic plans, and 53% completed their plans within the past year. About 4 in 5 report having a highly or moderately effective board of directors. And about 9 in 10 report having a paid staff with the “right skills.” The numbers trail downward, however, when one examines organizations’ responses to specific management activities:

Management Activity	Very High or High Capacity (%)	Moderate Capacity (%)	Very Low, Low or No Capacity (%)
Developing and implementing new programs to meet community needs	39	45	16
Using objective data and analysis (e.g. census data, surveys, etc.) to make important decisions	45	37	18
Keeping up with important trends (national and local) in the field	59	34	7
Experimenting with new programs or approaches and trying new things	52	34	14
Responding quickly to unexpected needs for services in the community	38	41	21
Securing financial resources to ensure uninterrupted programs and services	31	46	23
Maintaining a high level of community visibility and credibility for the organization	53	34	13
Using information technology to improve performance	42	40	18
Generating unrestricted revenue	19	38	43
Managing legal and liability issues	44	34	22

Of note, the respondents identified “fundraising” and “community visibility” as their top priorities for strengthening their organizations’ abilities to achieve their missions. We offer an important third priority: collaboration.

Fundraising: Twenty-years ago, when only 1200 nonprofits served the Pittsburgh region, government contracts accounted for 51% of the revenues, fees-for-services accounted for another 19%, and all private giving (including foundations, corporations and individuals) accounted for 17%. In 2000, in the Pittsburgh region, service fees accounted for 32% of revenues, followed by private donations (26%) and government contracts (14%). Today, at least among the 403 respondent organizations in Allegheny County, private giving accounts for 35% of revenues, followed by services fees (24%) and government contracts (21%). As compared to nonprofits in 1984, nonprofits today are – in the aggregate – clearly much more dependent on private giving and fees. That said, it is important to note that individual nonprofits are typically less diversified than the averages reflect. Therefore, local nonprofits must develop diverse revenue streams. Such diversity begins by developing a strong base of individual donors. While 80% of Allegheny County’s nonprofits receive donations from individuals, individual giving accounts for only 16% of revenues among all nonprofits. Other data evidence that rates of individual giving in Pittsburgh are lower than in other regions. So what must nonprofits do? They must ask, ask, ask individuals for support annually.

Community Visibility: While 60% of Allegheny County’s nonprofits report engaging in advocacy (such as efforts to make the general public and policy makers aware of problems and issues in the community), only 23% report engaging in lobbying. In an era when multi-sector planning (cooperatively involving the government, business, and nonprofit sectors) is crucial for community problem-solving, nonprofits must make their voices heard, as the law fully permits. What might nonprofits do? They can convene public meetings, write op-eds, meet with public officials or host candidate forums.

Collaboration: While 82% of Allegheny County's nonprofits report contacting other nonprofits for purposes of identifying community needs, 61% report regularly competing with other nonprofits for visibility. While 66% of nonprofits report contacting other nonprofits for purposes of obtaining funding, 78% regularly compete with other nonprofits for resources. And while 85% of nonprofits contact other nonprofits for purposes of serving clients, 48% regularly compete with other nonprofits when serving clients. Remarkably, 14% even compete with government when serving clients. Although some competition may be valuable to mitigate stagnant programming, intense competition between and among agencies more likely inhibits solving community problems. Because almost every organization's goal should be to put itself out-of-business (that is, to succeed so well that homelessness, illiteracy or hunger is no longer a problem), organizations must seriously consider strategic partnerships or mergers that will allow the community (not separate organizations) to attain ambitious goals. So what should nonprofits do? They must question why they do what they do, ask who is else is doing the same thing, and honestly answer if others are doing it better.

Yes, management matters. In his award-winning book, *Private Sector Strategies for Social Sector Success*, Dr. Kevin Kearns, Professor at the University of Pittsburgh, outlines practical guidance for busy decision makers in the public and nonprofit sectors (Jossey-Bass, 2000, xv-xvi). We commend Dr. Kearns' sound advice:

- + Understand the environment in which your organization exists. Strategic management demands that you identify and interpret the important trends that affect your organization and your portfolio of programs and services.
- + Understand your organization's distinctive competencies and your comparative advantages. Any organization will fail when it strays too far from its core competencies into programs or markets in which it has little experience.
- + Identify and select organizational strategies that advance the mission and goals of your organization and are consistent with your strategic environment. At the broadest level of organizational strategy, all organizations have essentially three choices – growth, retrenchment, or stability.
- + Explore opportunities for collaboration with other organizations. Public and nonprofit organizations have been urged to explore collaborative relationships to reduce redundancy and enhance effectiveness.
- + Encourage a culture of strategic thinking and strategic action throughout the organization. There are many executives who are brilliant strategists but totally incompetent planners.

It was once said that knowledge comes but wisdom lingers. It is our hope that our region's collective wisdom might not only linger but, in fact, flourish. On behalf of The Forbes Funds and The Pittsburgh Foundation, we encourage you to read *GREATER PITTSBURGH COMMUNITY THREADS* and to share it with others. Together, we will connect our community's threads into a vibrant and thriving social fabric.

Gregg S. Behr
President
The Forbes Funds

William E. Trueheart
President and Chief Executive Officer
The Pittsburgh Foundation

Copies of *GREATER PITTSBURGH COMMUNITY THREADS* and related research publications are available on-line:
www.forbesfunds.org and www.pittsburghfoundation.org

WHAT IS COMMUNITY THREADS OF GREATER PITTSBURGH?



Photo: Cityscape - Copyright, Adam Green, 2003

Community Threads of Greater Pittsburgh is a practical, information-rich management tool for use by a broad range of non-profit executives, community leaders and public officials.

Management capability in the nonprofit sector is at an all-time high. Nonprofit grant makers, board members, executive directors, managers and staff are using increasingly sophisticated tools in program evaluation, benchmarking, financial analysis, strategic planning, collaboration and innovation to enhance their management capabilities and to pursue their organizational missions more effectively.

This Publication:

- + *highlights community assets, resources and issues* in Greater Pittsburgh by synthesizing research and data on community topics.
- + *provides tools and examples* for nonprofit practitioners, board members and civic leaders.
- + *inspires current and prospective community leadership* within the social sector of Greater Pittsburgh.
- + *promotes civic engagement, dialogue and action* across generations and across sectors of the Pittsburgh community.

Definition of Organizational Effectiveness

Organizational effectiveness is the ability of an organization to fulfill its mission by measurably achieving its objectives through a blend of sound management, strong governance and a persistent rededication to assessing and achieving results.

Source: Grantmakers for Effective Organizations, 2004

We ask readers to recognize and appreciate both the value and the limitations of organizing information in this format. Community topics are inextricably linked, and research is generally subject to qualifications. The number of community organizations in Greater Pittsburgh is far greater than the number that can be included in this publication, and the work of organizations that are included generally spans multiple areas. The index provides a complete list of organizations included in the publication.

In addition, please keep in mind there are many ways to build organizational capacity. Management is a dynamic process. We hope you will consider (as we do) the information in this publication to be a starting point for more in-depth consideration and application of these concepts.

HOW TO USE THIS PUBLICATION

Community Threads of Greater Pittsburgh addresses 12 community topics and provides summary information, nonprofit management considerations and examples of local resources for each topic.

Each Community Topic includes:

For Current Nonprofit Managers and Community Leaders

Our goal is to support capacity-building efforts at your organizations by complementing current management processes with ideas and data that may contribute to the evolution and growth of your programs and that may, ultimately, enhance the fulfillment of your mission.

For Prospective Community Leaders

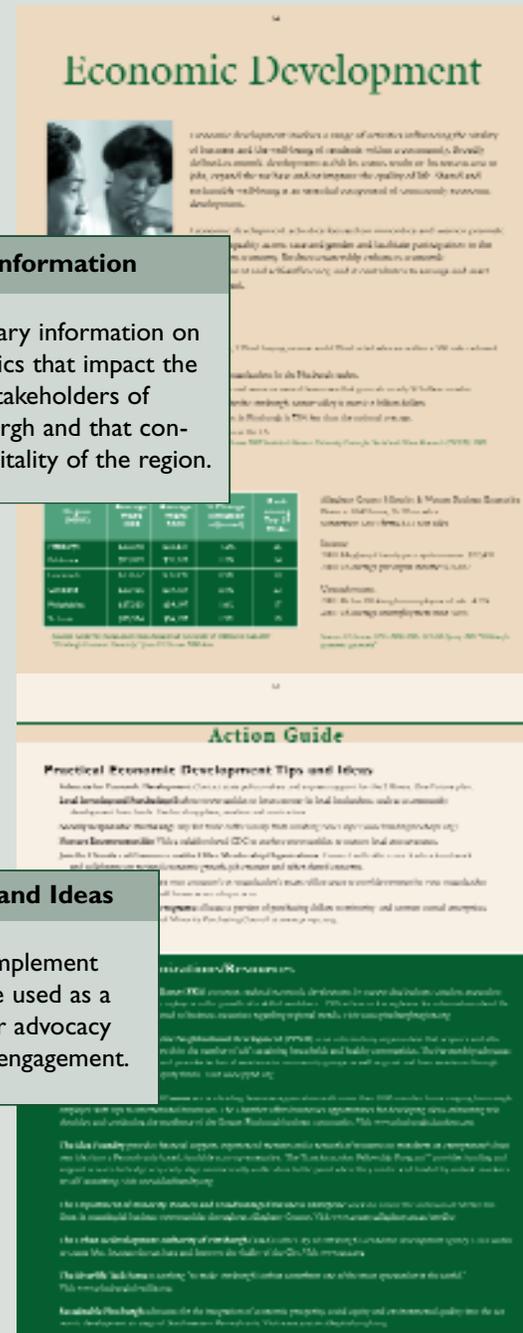
Our goal is to introduce you to a range of community topics and to encourage your involvement with the social sector in Greater Pittsburgh through employment, board service, volunteerism, philanthropy or simply dialogue. We seek to highlight the opportunity for leadership in the sector and to support action through practical tips and civic engagement opportunities.

Background Information

Provides summary information on community topics that impact the residents and stakeholders of Greater Pittsburgh and that contribute to the vitality of the region.

Practical Tips and Ideas

Offers easy-to-implement ideas that can be used as a starting point for advocacy and community engagement.



Management Spotlight

Collaborative Pittsburgh Digital Commerce



The Pittsburgh Digital Commerce (PDC) is a coalition of business leaders, entrepreneurs and civic leaders working together to create a vibrant digital commerce ecosystem in Greater Pittsburgh. PDC has secured an investment from Comcast's investment group, a major anchor with state, local, national, and international organizations, from several local and national business leaders, and has secured significant private sector and public sector investments. PDC is a coalition of business leaders, entrepreneurs and civic leaders working together to create a vibrant digital commerce ecosystem in Greater Pittsburgh. PDC has secured an investment from Comcast's investment group, a major anchor with state, local, national, and international organizations, from several local and national business leaders, and has secured significant private sector and public sector investments.

Management Spotlight

Explores nonprofit management themes at the community topic level.

Desired Impact

- + Enhance nonprofit organizational capacity
- + Attract new leaders and board members to the nonprofit sector in Greater Pittsburgh
- + Engage a broad audience in public policy dialogue on local community topics
- + Increase board diversity across sectors
- + Increase collaboration among regional institutions within and across sectors
- + Increase use of information and analysis in nonprofit management
- + Inspire citizenship and civic action
- + Encourage comments, feedback or ideas to threads@responsibleworld.com



Additional Organizations/Resources

1. Greater Pittsburgh Chamber of Commerce - A coalition of business leaders, entrepreneurs and civic leaders working together to create a vibrant digital commerce ecosystem in Greater Pittsburgh. PDC has secured an investment from Comcast's investment group, a major anchor with state, local, national, and international organizations, from several local and national business leaders, and has secured significant private sector and public sector investments.

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Local Resources

Provides examples of local nonprofit organizations at the community topic level.

PROGRAM EVALUATION AND MEASUREMENT

introduction

- + Performance measurement and program evaluation are important management tools that should be linked to strategic planning, programming, budgeting and resource allocation.
- + Identifying and measuring program outcomes requires considerable thought and judgment. The objective of evaluating program effectiveness needs to be balanced with cost and practicality.
- + Both qualitative and quantitative data inform performance measurement. Initial outcome measurements are generally quantitative and used to evaluate performance, establish trends and suggest further research. Longer-term outcome measurements, such as quality of life, are often qualitative and generally are more difficult to measure.
- + Market volatility, the economic and political climate, as well as changes in program and implementation strategies, also need to be considered.



In Allegheny County, 45% of human service and community development organizations feel they have “very high” or “high” management capacity to use objective data and analysis for decision making.

Over the past three years, demand for services is higher or about the same for 96% of human service and community development organizations in Allegheny County. Eighty-nine percent of organizations feel they have “higher” or “about the same” capacity to meet demand.

However, government spending cuts and stagnant levels of private giving have created a "funding squeeze" in the nonprofit sector. Although 67% of local nonprofit organizations have plans to increase their budgets, over 70% of nonprofit organizations across the country reported decreased or stagnant funding in 2002. Serious concerns exist regarding the adequacy of funding levels in the nonprofit sector, especially given the increasing demand for services.

Sources: Allegheny County statistics based on data from The Forbes Funds, Spring 2003 Comprehensive Survey of Nonprofit Organizations; National statistics based on Venture Philanthropy Partners June 2003 Report “The Changing Nonprofit Funding Environment: Implications and Opportunities”; Photo: Copyright, Pittsburgh Post-Gazette, 2003. All rights reserved.

MANAGEMENT CONSIDERATIONS

Program evaluation and measurement usually differentiates among:

- + *Outcomes*: changes in behavior, skills, knowledge, attitudes, condition or status
- + *Indicators*: measurable characteristics or changes that represent the achievement of an outcome
- + *Targets*: the level of outcome attainment that is expected, desired or required

A Logic Model is an innovative program planning and evaluation tool that describes programs in terms of:

- + *Inputs*: resources, money, staff, time, volunteers and facilities
- + *Activities*: how the program uses inputs to fulfill its mission
- + *Outcomes*: changes to individuals or populations

Inputs	Activities	Outputs	Initial Outcomes	Intermediate Outcomes	Long-term Outcomes
A program's resources and constraints	What a program does with inputs to fulfill mission	Products of program activities	Changes in participant skills, knowledge or attitudes	Changes in participant behavior that result from new skills, knowledge or attitudes	Changes in the condition or status of participants

Source: Performance measurement considerations adapted from The Bruner Foundation, May 2003

benchmarking

Benchmarking is a management tool that compares performance of similar organizations and that develops performance measures. The benchmarking process includes:

- + Determine what to benchmark (processes, policies or programs)
- + Define success and establish metrics
- + Assemble a team with appropriate skills (e.g. use an accountant for a financial benchmarking project)
- + Collect data and evaluate best practices, considering track record, replicability, sustainability and cost-effectiveness

Source: Benchmarking considerations adapted from The Center For What Works, www.whatworks.org, 2004

performance measurement considerations

1. Identify relevant goals and sub-goals of the mission statement
2. Explore measurement needs of funders and clients
3. Define appropriate measures
4. Identify data sources
5. Identify resource requirements
6. Consider timing
7. Report results

Source: Measurement considerations partially adapted from The Urban Institute, *Series on Outcome Management for Nonprofit Organizations*, 2003

STRATEGIC MANAGEMENT AND PROGRAM PLANNING, COLLABORATION AND INNOVATION

introduction

- + Strategic management is the integration of strategy into the daily operations of an organization. It requires ongoing assessment of mission, program approach, staffing and operations in the context of changing external factors.
- + Strategic planning, a core component of strategic management, should involve the board, staff, clients and other stakeholders in articulating the mission, vision, current situation, strategies, goals and written operational plans of an organization.

Source: Alliance for Nonprofit Management, 2003



Seventy-one percent of human service and community development organizations in Allegheny County have a strategic plan, of which 86% were completed within the last 3 years. Thirty-eight percent of organizations feel they have “very high” or “high” management capacity to develop and implement new programs to meet community needs. Fifty-two percent have “very high” or “high” capacity to experiment with new programs or approaches, and 38% have “very high” or “high” capacity to respond quickly to unexpected needs of the community. Declining and stagnant funding levels in the nonprofit sector restrict program flexibility among nonprofit organizations.

Seventy-one percent of human service and community development organizations in Allegheny County receive more than 50% of their funding from one source.

	Individuals	Corporations	Foundations	Fee for Service (including from gov't)	Gov't	Other	Total
% of organizations that receive > 50% of funding from this source	10%	2%	8%	21%	20%	10%	71%

Approximately 74% of organizations report being actively involved in partnerships with other organizations. Community organizations have partnerships with other nonprofits, government organizations or businesses:

For the Purposes of:	Other NPOs	Government Agencies	Businesses
Identifying Community Needs	82%	61%	38%
Obtaining Funding	66%	65%	60%
Serving Clients	85%	61%	48%

Source: Statistics based on data from The Forbes Funds, Spring 2003 Comprehensive Survey of Nonprofit Organizations

MANAGEMENT CONSIDERATIONS

Collaboration in the nonprofit sector is a management tool to:

- + Leverage complementary resources and assets
- + Combat duplication of efforts and foster efficiency
- + Spur innovation by exposing management to different practices and ways of operating
- + Create an environment where ideas and resources flow freely between organizations

strategic planning and restructuring

- + *S.W.O.T Analysis* is a traditional approach to nonprofit strategy that uses organizational Strengths, Weaknesses, Opportunities and Threats as the foundation for planning. The process is biased toward incremental changes in existing strategies and does not consistently incorporate stakeholder input.
- + *The Pragmatic Planning Process* is an alternative approach to strategic planning, which begins by engaging a broad base of stakeholders to generate, prioritize and cluster key organizational issues and choices related to identity, territory, consumers, programs and services, finances, organizational design and board composition.
- + *Strategic Restructuring* such as mergers, alliances, joint ventures or other partnerships is a management tool that can be used to increase efficiency (e.g. reduce administrative expense), enhance services (e.g. offer a continuum of services), respond to competition (e.g. for clients or funding) and address leadership challenges.

Sources: *The Forbes Funds*, 2002 Tropman Report “Strategic Planning” and 2003 Tropman Report “Strategic Restructuring”

social enterprise

A social enterprise is an income-generating venture that provides a nonprofit with unrestricted funds and enhances the organization's core mission. Social entrepreneurship is used by Pittsburgh nonprofits to enhance program delivery (47%), generate income (38%) or both (16%). Pittsburgh is poised to be the “Silicon Valley of Social Enterprise.” Promising practices of successful social enterprise include:

- + Preparation and planning (organizing, planning, generating ideas, assessing opportunities and selecting a venture)
- + Feasibility/market analysis (investigate the market for products and services of the venture)
- + Venture design (comprehensive plan for meeting financial, HR, development and other requirements of the venture)
- + Financial analysis (assumptions that underlie the projected financial position of the venture)
- + Business plan (development of a document to communicate venture design, market potential, resources required, etc.)

Sources: *The Forbes Funds*, 2003 Tropman Report “Profit Making in Nonprofits” and 2002 Tropman Report “Identifying Financing Opportunities for Pittsburgh-Based Social Enterprise”; Definition of Social Enterprise from *The Pittsburgh Accelerator*, 2004

knowledge management and information technology

Information technology is a strategic management tool that can be used to capture and manage institutional knowledge. Nonprofit organizational effectiveness, quality of service and lasting impact can be affected by institutional knowledge and the ways in which knowledge is made available to staff, clients and other organizations.

Source: Partially based on Mark Salisbury, *Journal of Knowledge Management*, Volume 7, No. 2, 2003

ORGANIZATIONAL CAPACITY, GOVERNANCE AND HUMAN RESOURCE MANAGEMENT

introduction

- + Nonprofit organizations are governed by boards of directors that determine organizational mission, supervise the allocation of resources and establish management policies.
- + Governance is a critical role that can be challenging for directors due to time constraints, lack of independent information and lack of knowledge about the organization. Directors need to balance their governance roles (to oversee, monitor and hold the organization accountable to the public interest) with their supporting roles (to provide guidance and raise money).
- + Formalizing human resources practices, such as recruitment, training and performance management, can create significant value for nonprofit organizations. Job descriptions, performance reviews for staff, training and professional development are critical to organizational outcomes.



83% of executives feel their board is highly or moderately effective in helping achieve the mission.

% of Nonprofit Chief Administrators that feel:	Board	Staff
Board/staff has “right skills” to achieve mission	80%	93%
Board/staff has “right level of diversity” to achieve mission	65%	79%
“Very” or “somewhat” difficult to retain board/staff	47%	38% top staff 46% middle managers 64% direct service personnel 61% volunteers

Human resources issues are handled by the executive director in 53% of human service and community development organizations in Allegheny County, by a HR specialist in 12% and by someone else in 35% of organizations.

Sources: The Forbes Funds, Spring 2003 Comprehensive Survey of Nonprofit Organizations

MANAGEMENT CONSIDERATIONS

According to recent studies, average board size is 17-19 members. An emerging trend is toward smaller boards to improve group decision making and team functioning. Five unrelated board members is a generally accepted minimum number to achieve adequate governance. Board service considerations include:

- + *Independence from Staff.* A board needs to make independent decisions in the best interest of the organization.
- + *Defined Tenure.* Defined tenure encourages board activism, facilitates periodic assessment of board performance, encourages new thinking and facilitates the discharge of board members in case of conflict of interests.
- + *Conflicts of Interest.* Organizations need clear conflict of interest policies. Board members have a duty to disclose any potential or apparent conflicts in a timely and complete manner.
- + *Unpaid Service.* Board members serve without compensation.
- + *Diversity.* Organizations need to promote pluralism and diversity among board members.

Sources: Booz Allen Hamilton, 2002; BoardSource, 2004; Richard Ingram "Ten Basic Responsibilities of Nonprofit Boards", 2003

practical tips for efficient board and committee work

- + Engage independent professionals to assist board and staff in evaluation efforts.
- + Prepare written job descriptions for all board members.
- + Develop and train board members.
- + Develop an annual schedule of meetings, determined a year in advance.
- + Circulate background materials and an agenda to all members 2-3 weeks before meetings.

Source: BoardSource, 2004

accountability

Achieving excellence in accountability requires leadership from both the board members and the executive director to establish a culture of accountability in the daily practices of the organization.

Mission	+ Aligns resources for mission achievement
Evaluation	+ Regularly evaluates the board, individual directors, executive director and programs for effectiveness in achieving mission and predetermined objectives and outcomes + Strives for quality and excellence in all aspects of the organization
Openness	+ Is accessible and responsive to all stakeholders + Freely and accurately discloses information about its governance, finances and operations
Governance	+ Has a strong board, strong senior staff and does ongoing board development and review + Has clarity in leadership roles, responsibilities and relationships
Ethics	+ Uses defined values/principles to guide decision making + Operates with integrity for the public good and with respect for diversity
Compliance	+ Regularly monitors adherence to applicable laws, regulations and bylaws + Watches for changes in legal requirements and keeps bylaws current
Stewardship	+ Maintains appropriate insurance, internal controls, risk management plans and asset security
Engagement	+ Involves stakeholders in planning and evaluation + Educates the public and provides input to public policy when appropriate

Source: Adapted from *Eight Characteristics of an Accountable Nonprofit* by Jane Garthson, Mills Garthson & Associates, 2002

Economic Development



Economic development involves a range of activities influencing the vitality of business and the well-being of residents within a community. Broadly defined, economic development activities create, retain or increase access to jobs, expand the tax base and/or improve the quality of life. Shared and sustainable well-being is an essential component of community economic development.

Economic development activities focused on minorities and women promote financial equality across race and gender and facilitate participation in the mainstream economy. Business ownership enhances economic empowerment and self-sufficiency, and it contributes to savings and asset development.

regional assets

- + Strategic location: 51% of the US population, 53% of buying income and 63% of retail sales are within a 500 mile radius of downtown Pittsburgh.
- + There are 45 major economic development organizations in the Pittsburgh region.
- + Allegheny County has nearly 8,000 minority- and women- owned businesses that generate nearly \$7 billion in sales.
- + The average annual consumer expenditures for the Pittsburgh-Beaver Valley is over \$35 billion dollars.
- + Average number of hours of commuting delay in Pittsburgh is 73% less than the national average.
- + Pittsburgh is the 10th safest metropolitan area in the US.

Sources: City of Pittsburgh website, 2004; US Census 2000; US Census 2002 Statistical Abstract; University Center for Social and Urban Research (UCSUR), 2001

regional statistics

Region (MSA)	Average Wage 1999	Average Wage 2000	% Change (inflation adjusted)	Rank among Top 25 MSAs
Pittsburgh	\$33,048	\$33,837	-1.0%	25
Baltimore	\$33,862	\$35,578	1.7%	14
Cincinnati	\$33,627	\$35,049	0.9%	20
Cleveland	\$33,435	\$34,704	0.4%	22
Philadelphia	\$37,333	\$39,197	1.6%	17
St. Louis	\$33,354	\$34,197	1.3%	19

Sources: Center for Social and Urban Research at University of Pittsburgh Fall 2001 "Pittsburgh Economic Quarterly", from US Census 2000 data

Allegheny County Minority & Women Business Enterprise

Women: 6949 firms, \$5.9B in sales

Minorities: 1,693 firms, \$1.1B in sales

Income

2000 Allegheny County per capita income: \$22,491

2000 US average per capita income: \$21,857

Unemployment

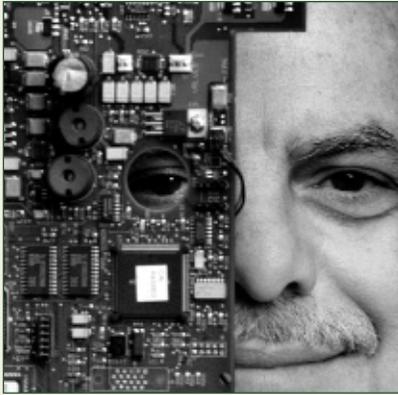
2001 Metro Pittsburgh unemployment rate: 4.3%

2001 US average unemployment rate: 4.8%

Sources: US Census 1997, 2000, 2001; UCSUR Spring 2002 "Pittsburgh Economic Quarterly"

Management Spotlight

Collaboration: Pittsburgh Digital Greenhouse



The Pittsburgh Digital Greenhouse (PDG) is a member-driven, economic development initiative focused on creating a cluster of new companies in the digital video industries based on the application of System on Chip technology. PDG has created an environment for economic development through collaboration with local universities, foundations, development organizations, government and industry. Pennsylvania companies that design, develop or use System on Chip or other advanced chip technologies qualify for PDG membership. Twenty-eight companies direct PDG research, provide input to the education and training programs, and collaborate with other members. Researchers retain ownership of PDG-funded technology, and members receive non-exclusive, perpetual licenses to technology that is

funded during their membership. Visit www.digitalgreenhouse.org Photo: Copyright, Pittsburgh Post-Gazette, 2003. All rights reserved.

Governance: Board Diversity in Economic Development Organizations

African-Americans and women are under-represented on the boards of Economic Development Organizations (EDO's) in Greater Pittsburgh. Lack of board diversity limits EDO effectiveness and understanding of community stakeholders.

- + African-Americans held 10.2% of EDO board positions, compared to 12% of the population. Almost one-third of EDO's had no African-American board members in March 2001
- + Women held 17.3% of EDO board positions, a level substantially below women's share (51.2%) of the working-age population. At least six EDO's had no women board members in March 2001.

Source: UCSUR November 2001 Report "African American and Women Board Members in the Pittsburgh Region"

Note: Statistics are for economic development organizations (compared to page 27 study focused on all nonprofit organizations)

Social Enterprise: The Pittsburgh Social Enterprise Accelerator

The Pittsburgh Social Enterprise Accelerator helps nonprofit organizations develop social enterprise ventures that provide unrestricted earned-income and lead to greater independence and financial stability. The accelerator fills a gap in social capital markets and improves the flow of capital to nonprofit ventures in Pittsburgh. Visit www.pghaccelerator.org

Performance Measurement Considerations: Economic Development

Economic development organizations may seek to influence net job creation; individual knowledge and skills in starting and operating businesses; the quantity and quality of business services; start-up and growth capital available to firms or the public policy environment for business development and retention. The region might evaluate its performance in terms of the rate of unemployment relative to other regions, per capita income relative to other regions or changes in unemployment and per capita income over time.

An example of possible economic development outcomes and targets:

Initial Outcomes (Changes in skills, knowledge or attitude)	Intermediate Outcomes (Behavior changes from new skills, etc.)	Longer-term Outcomes (Changes in the condition or status)
Small business owners become knowledgeable about sources of growth capital. <u>Target:</u> # of small business owners engaged	Owners initiate contact and establish agreements with capital providers. <u>Target:</u> # of new contacts initiated	Increase in net jobs tied to small business growth. <u>Target:</u> % increase in net jobs

Action Guide

Practical Economic Development Tips and Ideas

Advocate for Economic Development: Contact state policymakers and express support for the 3 Rivers: One Future plan.

Local Investing and Purchasing: Explore opportunities to invest money in local institutions, such as community development loan funds. Use local suppliers, vendors and contractors.

Socially Responsible Purchasing: Buy fair trade coffee locally from Building New Hope (www.buildingnewhope.org).

Nurture Entrepreneurship: Visit a neighborhood CDC to explore opportunities to mentor local entrepreneurs.

Join the Chamber of Commerce and/or Other Membership Organizations: Connect with other civic leaders to network and collaborate on regional economic growth, job creation and other shared concerns.

Sublease Office Space: Sublease your company's or organization's excess office space to provide revenue for your organization and infrastructure for a small business or entrepreneur.

Support Affirmative Market Programs: Allocate a portion of purchasing dollars to minority- and women-owned enterprises. Visit the Pittsburgh Regional Minority Purchasing Council at www.prmnpc.org.

Additional Organizations/Resources

The Pittsburgh Regional Alliance (PRA) promotes regional economic development by supporting business creation, expansion and relocation, and by aiding employers in the growth of a skilled workforce. PRA acts as a clearinghouse for information about the region and offers strategic counsel to business executives regarding regional trends. Visit www.pittsburghregion.org

The Pittsburgh Partnership for Neighborhood Development (PPND) is an intermediary organization that acquires and allocates resources to promote growth in the number of self-sustaining households and healthy communities. The Partnership advocates for community development and provides technical assistance to community groups as well as grant and loan assistance through operating, development and equity funds. Visit www.ppnd.org

The Pittsburgh Chamber of Commerce is a leading business organization with more than 1000 member firms ranging from single employee start-ups to international businesses. The Chamber offers businesses opportunities for developing ideas, cultivating relationships and continuing the excellence of the Greater Pittsburgh business community. Visit www.pittsburghchamber.com

The Idea Foundry provides financial support, experienced mentors and a network of resources to transform an entrepreneur's business idea into a Pennsylvania-based, fundable start-up enterprise. The Transformation Fellowship Program™ provides funding and support services to bridge very early stage commercially viable ideas to the point where they can be seed funded by outside investors or self-sustaining. Visit www.ideafoundry.org

The Allegheny County Department of Minority, Women and Disadvantaged Business Enterprise and The City of Pittsburgh Equal Opportunity Review Commission work to ensure the inclusion of M/W/DBE firms in meaningful business opportunities. Visit www.county.allegheny.pa.us/mwdbe or www.city.pittsburgh.pa.us/obeo

The Urban Redevelopment Authority of Pittsburgh (URA) is the City of Pittsburgh's economic development agency. URA works to create jobs, increase the tax base and improve the vitality of the City. Visit www.ura.org

The Riverlife Task Force is working "to make Pittsburgh's urban waterfront one of the most spectacular in the world." Visit www.pittsburghriverlife.org

Sustainable Pittsburgh advocates for the integration of economic prosperity, social equity and environmental quality into the economic development strategy of Southwestern Pennsylvania. Visit www.sustainablepittsburgh.org

Additional Organizations/Resources

3 Rivers Connect (3rc) accelerates economic, social and educational development through applications of advanced technology. 3rc initiated and is coordinating short-term and long-term information technology initiatives within Southwestern Pennsylvania, and was recently honored as one of 10 entrepreneurial firms whose products or services offer unique or promising technologies as a future economic driver of the region. Visit www.3rc.org

The 3 Rivers, One Future Initiative is a collaborative multi-year planning project on regional community development that is committed to regional growth and quality of life. The Allegheny Conference Regional Investors Council provides time, talent, and resources to advance the 3 Rivers: One Future plan. Visit www.3riversonefuture.org

+ *The Greater Pittsburgh Chamber of Commerce* advocates for 3 Rivers:One Future with federal, state, and local policymakers

+ *The Pennsylvania Economy League* provides research to support 3Rivers:One Future

+ *The Pittsburgh Regional Alliance* markets the region to employers and talent as part of 3 Rivers:One Future

+ *The Allegheny Conference on Community Development* convenes private sector leadership to advance 3 Rivers:One Future

The Pennsylvania Economy League - Western Division provides research and analysis for the business, civic, and government leadership of western Pennsylvania in efforts to effect change that makes the region a better place to live, work and do business. Visit www.accdpel.org

The Allegheny Conference on Community Development convenes corporate, government and community leaders to frame, discuss and implement civic initiatives. Visit www.accdpel.org

The Pittsburgh Technology Council is one of the largest regional technology associations in the country with nearly 1,700 technology, manufacturing and service companies from Southwestern Pennsylvania. The Council conducts and publishes industry research and provides resources for entrepreneurs. Visit www.techcenter-pgh.com

Cool Space Locator is a nonprofit real estate brokerage that helps start-ups find affordable, urban office space. Cool Space is a joint venture of community development groups in Oakland, the South Side and East Liberty. Visit www.coolspacelocator.com

The Pittsburgh Regional Minority Purchasing Council seeks to expand opportunity, foster growth and enhance the profitability of minority-owned businesses by connecting corporations with diverse suppliers of quality goods and services. Programs include a working capital loan fund, mentoring, executive scholarships and more. Visit www.prmopc.org

Southwestern Pennsylvania Growth Alliance is a regional collaboration of private industry and public officials that advocate for state aid for major economic development projects in the 10-county Greater Pittsburgh region.

Innovation Works is a publicly funded venture capital organization that invests in technology startups in Southwestern Pennsylvania. The organization provides a continuum of hands-on support, guidance and investment to help companies maximize chances to attract additional capital and achieve commercial success. Visit www.innovationworks.org

Community Development Corporations foster economic development within a defined geographical area. Examples include:

East Liberty Development, Inc. - <http://trfn.clpgh.org/eldi/>

Friendship Development Associates - www.city-net.com/friendship-pgh/

North Side Leadership Conference - www.pittsburghnorthside.com

Oakland Planning and Development Corporation - www.city-net.com/opdc/

South Side Local Development Company - www.southsidepgh.com/index_new.htm

Beltzhoover Citizens Community Development Corporation

The Bloomfield Garfield Corporation

Lawrenceville Corporation - www.1662designzone.com

The Mon Valley Initiative - www.monvalleyinitiative.com

Note: The Pittsburgh Digital Greenhouse and Pittsburgh Social Enterprise Accelerator are highlighted in the management spotlight on page 15.

Affordable Housing and Homelessness



Over 100,000 residents of Allegheny County struggle to afford adequate housing. Approximately 2000 residents of Allegheny County are homeless on any given night and estimates of the annual homeless population range from 5,000-12,000 individuals. Thirty-three percent of the homeless in Allegheny County are veterans and approximately 25% are children. Eighty percent of homelessness is the result of a short-term crisis. Other causes include poverty, cost of housing, substance abuse, mental illness and domestic violence. Approximately 20% of homeless residents are employed.

Over the past ten years, rents and mortgages have become less affordable. Nearly 30% of renters and 15% of owners in Allegheny County paid over 35% of their income to cover housing costs. In Allegheny County, a worker earning minimum wage must work 92 hours/week in order to afford a two-bedroom unit at “Fair Market” rent. Racial residential segregation in Pittsburgh is among the highest in the nation.

Sources: United Way of Allegheny County, 2004; SWPA Regional Indicators Report 2002; US Census 2000; Homeless Children Education Fund, 2004; UCSUR, 2003; National Low-Income Housing Coalition, 2004; Vietnam Veteran's Leadership Program of Western Pennsylvania, 2004

regional assets

- + Pittsburgh has one of the lowest costs of living in the nation: Cost of a three-bedroom house is 30% below the national average.
- + The mean value of a single-family owner-occupied home in Pittsburgh is also 30% below the national average.
- + There are over 150 housing-related community-based organizations within 25 miles of downtown Pittsburgh.
- + Allegheny County had housing vacancy rate of 8% in 2000, compared to a 9% national housing vacancy rate.
- + There are 17 homeless shelters that provide services to children in Allegheny County and more than 35 total housing providers contracted by the Allegheny County Bureau of Hunger and Housing.

Sources: City of Pittsburgh Website, 2004; US Census Bureau, Summary File 1, 2000; Homeless Children Education Fund, 2004; Guidestar Nonprofit Database, 2004

regional statistics

Region (MSA)	Median Household Income	Median select Monthly Owner Costs	% who Paid more than 30% of Income for Select Monthly Owner Costs	Median Gross Rent	% who paid more than 30% of income for gross rent
Pittsburgh	\$37,467	\$937	19.5%	\$482	35.4%
Baltimore	\$49,938	\$1,215	22.4%	\$626	35.7%
Cincinnati	\$44,248	\$1,059	18.2%	\$505	34.2%
Cleveland	\$42,089	\$1,064	21.6%	\$545	36.5%
Philadelphia	\$47,536	\$1,242	24.5%	\$648	38.7%
St. Louis	\$44,437	\$953	16.4%	\$525	34.3%
United States	\$41,994	\$1,088	21.8%	\$602	36.8%

Source: UCSUR Summer 2003 "Pittsburgh Economic Quarterly", from US Census 2000 data

Management Spotlight



Strategic Management: ACTION Housing, Inc.

ACTION Housing, Inc. addresses critical housing and housing-related problems in Allegheny County. ACTION Housing focuses on the most vulnerable populations and works to “empower people to build more secure and self-sufficient lives through the provision of decent, affordable housing, supportive services and linkages to educational and employment opportunities.”

ACTION Housing’s commitment to program innovation, delivery and outcome management is evident in 1) the creation of a subsidiary to increase the amount of capital available for new housing projects, 2) the launch of Project

Opportunity to help 150 entry level employees at partner organizations deliver supportive services for critical housing, social and economic problems, and 3) the continuous refinement of a 10 year old evaluation system to monitor and ensure consistency in program effectiveness. ACTION Housing maintains a stable workforce with a turnover rate of less than 8% per year for the past three years. Visit www.actionhousing.org

Knowledge Management and Information Technology: The Urban League of Pittsburgh

The Urban League of Pittsburgh works to enable African Americans to secure economic self-reliance, parity, power and civil rights through education, employment and advocacy. The housing department of the Urban League created one of the first programs in the country to leverage information technology to manage client knowledge and enhance service delivery. The department provides housing counseling services to individuals and families. It consistently applies a written procedure to client information, including entering client demographic, housing and other knowledge into a database and developing housing action plans. Information stored in the systems allows housing counselors to provide a broad umbrella of programs, such as first-time homeownership, rental housing search and mortgage crisis counseling. Currently, the housing unit is working to develop a new information system that will further enhance knowledge sharing within the unit as well as with other departments of The Urban League.

Sources: The Urban League of Pittsburgh; Heinz School of Public Policy and Management, 2003

Performance Measurement Considerations: Affordable Housing and Homelessness

Organizations involved in affordable housing and homelessness may seek to influence policy and resource availability for programs that increase permanent housing for homeless persons; the number of low-income housing units; the availability of housing subsidies; or quality of services to homeless persons. The region as a whole might evaluate its performance in terms such as housing cost in relation to the cost of living; low-income permanent housing units relative to the area population; or the percentage of homeless persons over time and relative to other regions.

An example of possible affordable housing and homelessness outcomes and targets:

Initial Outcomes (Changes in skills, knowledge or attitude)	Intermediate Outcomes (Behavior changes from new skills, etc.)	Longer-term Outcomes (Changes in the condition or status)
Homeless persons become aware of permanent housing availability and application process. <u>Target:</u> % homeless persons engaged through shelter outreach campaign	Homeless persons complete housing applications and attend job training. <u>Target:</u> # of new applications and attendees in program	Formerly homeless persons move into permanent and stable housing. <u>Target:</u> Decrease in the number of homeless persons

Action Guide

Practical Housing Tips and Ideas

Advocate for Affordable Housing: Join the National Low-Income Housing Coalition and receive e-mail or fax notification about key policy developments. Visit www.nlihc.org

Volunteer with Homeless Kids: Consider volunteering to tutor at a shelter with The Homeless Children's Education Fund to engage and stimulate homeless children.

Build Housing: Explore construction-related team volunteer projects such as renovating or improving low-income housing through Pittsburgh Habitat for Humanity or Rebuilding Together-Pittsburgh.

Hold a Blanket Drive: Organize a blanket drive that includes mittens, hats and scarves for the homeless community during the winter.

Donate Construction Materials: Direct excess material from construction projects for use by low-income homeowners through Construction Junction. Call (412) 799-0805

Roundtable Discussion: Host a formerly homeless speaker at a lunchtime roundtable discussion at your workplace.

Sponsor Developmental Projects for the Homeless: Provide financial support for skills training and personal planning.

Additional Organizations/Resources

Pittsburgh Habitat for Humanity is one of the over 2,000 affiliates of Habitat for Humanity International and is working to provide affordable housing in Allegheny County. Pittsburgh Habitat for Humanity leverages volunteers and collaborative partnerships with low-income families to build homes, which are then purchased by the same families through no-profit, no-interest mortgages. Visit www.pittsburghhabitat.org

Rebuilding Together - Pittsburgh is dedicated "to keeping low-income elderly and disabled homeowners living in warmth, safety, independence, dignity and decency through home repair and rehabilitation volunteer services." The organization engages corporations, trade unions and agencies in an annual one-day blitz to repair and rehabilitate homes of low-income, elderly and disabled homeowners. Visit www.rebuildingtogether-pgh.org

Operation Safety Net (OSN) is a medical outreach program of the Mercy Hospital of Pittsburgh that provides access to health care to Pittsburgh's unsheltered homeless population. OSN provides medical and emotional support as well as coordinated care for a wide range of medical problems that are typically in advanced stages due to neglect. Call (412) 232-7504

Bethlehem Haven provides a range of medical, social, educational and job training services for homeless women, including emergency shelter, substance abuse treatment, psychiatric services, supportive and transitional housing, life skills, job training and family reunification services. Visit www.bethlehemhaven.org

The Interfaith Hospitality Network of the South Hills is an interdenominational program that links congregations to offer shelter, meals, services and life skills training to homeless families in southern Allegheny County. Visit www.homelessfamilies.org

Bridge to Independence, Inc. - Families First is a transitional housing program for homeless women and their children. Services include residential placement of six months to two years; case management services; chemical dependency counseling; career counseling; child development; parenting skills; basic living skills; discharge planning and aftercare. Call (412) 351-1692

Neighborhood Housing Services of Pittsburgh (NHSP) offers home-buyer development and loan programs for low- and moderate-income borrowers. Services include credit counseling, home ownership training and purchase assistance. NHSP's urban lending approach was established in 1968 and provided the foundation for a national NeighborWorks® system that now serves 2,300 American communities and more than 4 million Americans. Call (412) 281-9773

Additional Organizations/Resources

Health Care for the Homeless Project (HCHP) provides access to comprehensive health services through clinics at congregate sites for homeless men, women and children. Health teams comprised of physicians, nurses, nurse practitioners and case managers staff weekly clinics throughout the Pittsburgh area. Services include needs assessment; case management; health education; gynecology; dermatology; podiatry; dentistry; optometry and referrals for additional services. Call (412) 244-4775

Sisters Place, Inc. provides housing and supportive services to homeless, single-parent families who are homeless and working toward self-sufficiency. The transitional housing program provides housing for single women that are working and/or attending school or training. The permanent housing program provides housing to single women parents with disabilities such as drug and alcohol addiction, mental health diagnosis, mental retardation, physical disability and/or HIV/AIDS. Visit www.sistersplace.org

The Salvation Army Family Crisis Center provides housing assistance to families in crisis and supports client transition into permanent homes. The center can house families in a single unit, and families generally come to the center as a result of eviction, domestic violence, fire, flood and/or during transitional periods. Visit www.salvationarmy-wpa.org

The Fair Housing Partnership of Greater Pittsburgh provides education, direct assistance and legal services to address the housing needs of Greater Pittsburgh residents. The partnership provides legal services for cases of housing discrimination as well as education and direct assistance in obtaining desegregated housing. Call (412) 391-2535

Goodwill Residential Services, Inc. owns and/or manages a range of specialized residential facilities in western Pennsylvania. The H.E.A.R.T. House (Housing, Education And Rehabilitation Training) provides temporary housing, career counseling, education, training and job placement to homeless families, as well as residential facilities for seniors in Sheraden and Bridgeville. Goodwill operates group homes for men and women with developmental disabilities as well as a residential program serving male, non-violent offenders over the age of 18. Visit the housing services tab at www.goodwillpitt.org

Housing Opportunities, Inc. (HOI) and its affiliates provide family budgeting, mortgage eligibility, loss mitigation, money management, foreclosure prevention and rental counseling services. In 2001, HOI was selected as a "Best Practice Agency" by the Department of Housing and Urban Development for its loss mitigation, delinquent and default product. Call (412) 664-1590

Allegheny County Housing Authority provides affordable housing for low- and moderate-income families. ACHA residents pay 30% of monthly income for family-size housing that includes utilities, appliances and maintenance. Visit www.achsng.com

The Housing Authority of the City of Pittsburgh (HACP) provides affordable housing for more than 20,000 Pittsburgh residents and manages more than 6,000 public housing units. Visit www.hacp.org

The Homeless Children's Education Fund (HCEF) serves "as a voice for the homeless children of Allegheny County to ensure that they are afforded equal access to the same educational opportunities and experiences as their peers." In addition to other programs, HCEF has helped establish 5 "Learning Centers" in shelters that encourage educational development among homeless youth through the use of puzzles, music, art, books, computers, educational software and more. Visit www.hcfef.org

Homeless shelters in Allegheny County that serve children include:

- ✦ Women's Center and Shelter of Greater Pittsburgh, Shadyside
- ✦ Salvation Army Family Crisis Center, Pittsburgh
- ✦ Light of Life Family Program, North Side
- ✦ Debra House Bridge Housing, Braddock
- ✦ Debra House Penn-Free, Homestead
- ✦ YWCA Bridge Housing, Wilkinsburg
- ✦ Womansplace, McKeesport
- ✦ Womansplace East, Inc., Hill District
- ✦ YWCA Bridge Housing, McKeesport
- ✦ Whale's Tale Teen Shelter / Drop In Center, Pittsburgh
- ✦ Crisis Center North, Pittsburgh
- ✦ Alle-Kiski Hope, Tarentum
- ✦ The Inter-Faith Hospitality Network, Tarentum
- ✦ Homewood-Brushston Collaborative, Pittsburgh
- ✦ Sister's Place, Clairton
- ✦ The Hub Teen Drop-In Center, Strip District

Note: ACTION Housing and The Urban League of Pittsburgh housing department are highlighted in the management spotlight on page 19 .

Poverty and Hunger



The 2003 federal poverty threshold for a family of four is \$18,400. Over 139,500 individuals and 26,500 families in Allegheny County live below the federal poverty level, including over 50% of single mother families with children under age 5. An estimated 75% of poor children live in working families.

Poor nutrition and food quality are growing epidemics. Pressing disparities exist among low-income and ethnic persons in obesity, chronic disease and capacity to concentrate and learn. Approximately 120,000 unduplicated clients are served each month by The Greater Pittsburgh Community Food Bank and member agencies. Of those receiving food:

- + 74% have an annual household income of less than \$10,000.
- + 71% are women and 43% are single-parent households.
- + 36% are under the age of 17.
- + 50% are Caucasian and 49% are African-American.

Sources: US Census 2000; US Census 1990; Greater Pittsburgh Community Food Bank; America's Second Harvest - Hunger in America, 2001; Grantmakers in Health "Weighing in on Obesity", 2004

regional assets

- + 7.9 percent of families had income below the poverty line in Allegheny County in 2000, compared to 9.2% nationally.
- + 11.2 percent of individuals in Allegheny County were below the poverty line in 2000, compared to 9.2% nationally.
- + The number of city of Pittsburgh residents below the poverty line decreased approximately 15% between 1990 to 2000. The rate of decline was slightly greater than the rate of population decline in the city.
- + The Greater Pittsburgh Community Food Bank has approximately 350 member agencies.
- + Per capita income in Allegheny County in 2000 was nearly \$800 higher than the national average.

Sources: US Census 2000; US Census 1990; The Greater Pittsburgh Community Food Bank; U.S. Census Bureau, Summary File 1

regional statistics

Region (MSA)	# of Human Services Nonprofits	# of People in Poverty	% of People Living in Poverty	Human Services Nonprofits per 1000 residents in Poverty	Nonprofit Human Services Expenditure per Resident in Poverty
Pittsburgh	547	248,600	10.5%	2.2	\$3,712
Cleveland	634	238,700	8.1%	2.7	\$4,550
Baltimore	605	243,800	na	2.5	\$5,221
Buffalo	307	135,200	11.6%	2.3	\$4,108
Indianapolis	368	134,600	8.4%	2.7	\$4,350
Detroit	737	469,600	8.6%	1.6	\$3,915
Philadelphia	1,202	552,200	8.9%	2.2	\$5,855

Sources: The Forbes Funds 2003 Tropman Report "The Precarious Billion Dollar Sector"; Guidestar Nonprofit Database; US Census 2000

Management Spotlight

Strategic Management: The Greater Pittsburgh Community Food Bank



The Greater Pittsburgh Community Food Bank (GPCFB) is “committed to eliminating hunger and developing strategies to encourage self-reliance in south-western Pennsylvania.” Visit www.pittsburghfoodbank.org

Millions of pounds of food pass through GPCFB facilities each year and continuous evaluation and refinement of an advanced operations system helps minimize waste and maximize yield in distributing food to more than 350 member agencies.

The operations system leverages volunteers and information technology to:

- + sort food items that arrive daily from a variety of sources.
- + repackage donations according to food type and expiration date.
- + enter items into a sophisticated inventory-management software system.
- + make inventory data available to member agencies and process detailed orders by telephone.
- + distribute inventory items into the community and minimize spoilage.

Source: The Greater Pittsburgh Community Food Bank; The Forbes Funds, Alfred W. Wishart Award for Excellence in Nonprofit Management, 2001

Program Focus: St. Vincent de Paul Society

The St. Vincent DePaul Society is a faith-based organization that provides multiple programs that serve hungry and poor residents of Greater Pittsburgh. St. Vincent DePaul Society operates a food bank, a transitional housing program for newly released male prisoners, a Christmas gift collection and distribution program, and provides Catholic burials to people who die without families or funds to be buried. In addition, social service workers, priests and pastors refer persons to St. Vincent Depaul Thrift Shops to receive vouchers for low cost or no cost furniture. Stores are located in Coraopolis and Penn Hills. Visit www.svdppitt.org

Performance Measurement Considerations: Poverty and Hunger

Organizations involved in poverty and hunger may seek to influence policy and resource availability for services that support low-income residents; the percentage of families and children living below or near poverty lines; the affordability and convenience of child-care services; the availability of food and shelter facilities; level of participation in school lunch programs; or the availability of employment training programs. The region as a whole might evaluate its performance in terms such as poverty rates relative to the national average, other regions and changes over time.

An example of possible poverty and hunger outcomes and targets:

Initial Outcomes (Changes in skills, knowledge, attitude)	Intermediate Outcomes (Behavior changes from new skills, etc.)	Longer-term Outcomes (Changes in the condition or status)
Single working parents gain access to affordable and convenient child-care services. <u>Target:</u> % of single parents that have access to services within 5 miles of home or work	Increased participation of single working parents in child care program. <u>Target:</u> Increased enrollment rates at child-care programs	Increase in sustained employment and self-sufficiency of single parent families. <u>Target:</u> % increase in family income

Action Guide

Practical Anti-Poverty and Anti-Hunger Tips and Ideas

Advocate for Economic Justice: Join the Just Harvest "Give Paychecks a Boost" campaign to raise awareness and participation in state and federal tax benefit programs that benefit low-to-moderate wage residents. Visit <http://trfn.clpgh.org/harvest>

Education and Awareness of Poverty Facts: Build employee awareness of local and national poverty rates. Encourage friends and colleagues to learn about specific poverty-related legislation and public policy.

Adopt a Living-Wage Policy: Propose a living wage policy at your workplace to ensure all employees are able to support themselves relative to the cost of living.

Provide Transitional Employment Opportunities: Examine employment needs at your workplace and explore positions that might be appropriate for transitional employment opportunities.

Welfare-to-Work: Learn about and support local welfare-to-work programs.

Hold a Food Drive: Organize a food drive at your workplace.

Volunteer: Volunteer at a shelter or a food center.

Group Volunteer Projects: Contact The Greater Pittsburgh Community Food Bank. Visit www.pittsburghfoodbank.org

Additional Organizations/Resources

Goodwill Industries Low-Income Energy Assistance Program (LIHEAP) helps income eligible families pay heating bills through cash and crisis grants. Cash grants help families pay heating bills through payments sent directly to utility companies and fuel providers. Crisis grants help families who are in danger of being without heat due to emergency situations such as broken heating equipment, leaking lines or a fuel shortage. Visit the energy assistance tab at www.goodwillpitt.org

Rainbow Kitchen Community Services annually provides over 31,200 breakfast meals, 98,800 "Kids Café" meals to children and 5,500 bags of groceries to families in need. The New Leaf Food Service training program offers individuals basic culinary and job readiness skills to prepare them for employment in the food service industry. Visit <http://trfn.clpgh.org/rainbow>

The Community Action Association of Pennsylvania (CAAP) is a statewide association of 43 local community action programs working to move people from poverty to self-sufficiency. Member agencies provide services such as emergency shelter, food, clothing, training, job placement, counseling and heating assistance. CAAP supports the work of local agencies by providing a statewide voice working to address public policy issues. Visit www.thecaap.org

Pittsburgh Community Services, Inc. (PCSI) is an anti-poverty community action agency serving the City of Pittsburgh. PCSI is dedicated to serving families, youth and seniors through direct services that include a supported work program, neighborhood safety program, project life line and community action center. Visit www.pghcsi.org

Garfield Jubilee Association (GJA) provides a broad range of services and programs to benefit and stabilize the welfare of low through moderate-income families. GJA provides construction and landscaping training, rental assistance and energy programs, home buyers education, family savings account programs, mortgage counseling and computer training. Visit www.garfieldjubilee.org

Additional Organizations/Resources

Catholic Charities of the Diocese of Pittsburgh serves over 80,000 people annually through a variety of human and social services programs intended to strengthen families and empower their work toward self-sufficiency. The Catholic Charities serve residents of Southwestern Pennsylvania that are in need without regard to race, gender, age, income or religion. Services include dozens of programs intended to fight poverty, hunger, provide housing, strengthen families and support communities in need. Visit www.ccpgh.org

Just Harvest is a membership organization that seeks to eliminate hunger and poverty through advocacy, education and outreach activities. Projects include the Welfare Justice Project (information on basic welfare rights), State and Federal Tax Credit Awareness Campaigns and the Farmer's Market Alliance. The Farmer's Alliance is a coalition of farmers, local governments and community groups working to assist the long-term viability of farmers' markets throughout Southwestern Pennsylvania. Visit <http://trfn.clpgh.org/harvest>

The Pennsylvania Hunger Action Center is working to end hunger and increase opportunities for Pennsylvania residents to meet basic food needs. The Center is focused on advocacy, linking people to food, anti-hunger networking and policy studies, news and alerts. Visit www.pahunger.org

The Human Services Center Corporation (HSCC) is a multi-purpose center that provides services to low-income people across 37 Mon Valley communities. In addition to youth programs, HSCC works to fill gaps in human services delivery through collaboration with over 80 agencies on The Mon Valley Providers Council, through support of The Pantry Network of Eastern Suburbs and through community outreach initiatives to families and individuals. Visit www.hsc-mvpc.org

The Hunger Services Network (HSN) serves an average of 12,000-15,000 people each year through programs in Emergency Food Assistance, Food Stamp Outreach and Enrollment, Food for Early Development and Pantry Management Training. Since 1976, HSN has served more than 620,000 low-income residents of Allegheny County - over 55% of them children. HSN operates a county-wide hotline for food assistance. Visit <http://hungerservices.org>

Meals on Wheels (MOW) programs helps older adults and/or persons with disabilities stay healthy, independent and improve quality of life, which reduces healthcare and hospital costs. The Meals On Wheels (MOW) program of The Lutheran Service Society of Western Pennsylvania (LSS) fights hunger daily through 78 affiliated kitchens and provides 2.2 million meals to over 8,000 recipients each year. Visit www.lsswpa.org/mow

The Little Sisters of the Poor provide care and services for low income seniors. Services include independent apartments where older persons and married couples can maintain an independent life-style, as well as personal care and nursing care that is licensed under the statutes of Pennsylvania. Visit www.littlesistersofthepoor-pittsburgh.org

Sojourner House was founded to help mothers to break the cycle of addiction, poverty and homelessness. The MOMS program (Motivation, Opportunity, Mentoring and Spirituality) provides permanent, supported housing options for mentally ill and/or substance abusing women who are heads of families. Visit sojournerhousepa.org or call 412-441-7783

Holy Family Institute offers an array of programs and services to children and families. Residential care, treatment and education programs focus on preserving families, strengthening communities and helping children succeed. Visit www.hfi-pgh.org

Women, Infants and Children (WIC) is a nutrition education program that promotes good health and provides nutritious food for pregnant, breastfeeding and postpartum women, as well as infants and children. The program is free for women who meet eligibility requirements. Family Health Council, Inc. is the fourth largest WIC provider in the state and offers the program in over 25 sites across Allegheny County. Visit www.fhcinc.org

Note: The Greater Pittsburgh Community Food Bank and St. Vincent de Paul Society are highlighted in the management spotlight on page 23.

Diversity and Social Equity



Diversity is defined broadly as the mix of persons based on race, color, national origin, ancestry, gender, religion, sexual orientation or disability. Social inequality in poverty, income levels, unemployment and infant mortality exists in Allegheny County. Between 1999-2001, the infant mortality rate among white families in Allegheny County was 5.4 per 100,000 compared to 19.2 per 100,000 for African American families.

Other diversity factors in the region include:

- + Religion: Formal religious affiliations in Allegheny County include 632,800 Catholics, 60,250 Presbyterians, 47,500 Methodists, 34,600 Jews, 31,800 Lutherans, 15,400 Baptists, 14,500 Episcopalians and 8,000 Muslims.
- + Sexual orientation: Nearly 1% of couples in Allegheny County identify themselves in the Census as same sex partners.
- + Ethnic: 2.6% of the population in the Pittsburgh metropolitan area is foreign-born, a rate far below the 11.4% national average.

Sources: American Religion Data Archive, 2004; Duquesne University "New Americans and the Future of Pittsburgh", 2002; Pennsylvania Department of Health, 2002; US Census 2002

regional assets

- + The population of the Pittsburgh Metropolitan Area includes over 62,000 foreign-born residents. Forty percent of foreign-born residents of Pittsburgh entered the region between 1990 and 2000.
- + More than 300 international firms from 26 different countries maintain operations in Greater Pittsburgh.
- + Over 40 distinct international communities are represented among Pittsburgh residents.
- + 116,000 persons, or 5.2% of the population of Greater Pittsburgh, speak a language other than English at home. 26,000 speak Spanish, 69,000 speak an Indo-European language other than Spanish and 16,000 speak Asian and Pacific Island languages.

Sources: Duquesne University "New Americans and the Future of Pittsburgh"; US Census 2002 Statistical Abstract

regional statistics

Race	% of Allegheny County Population in 2000	% of US Population in 2000
White	84.3%	75.1%
African American	12.4%	12.3%
Asian American	1.7%	3.6%
Hispanic	.9%	12.5%
American Indian	.1%	.9%

Source: US Census 2000 (Note: percentages do not sum to 100% because some people are classified in more than one category)

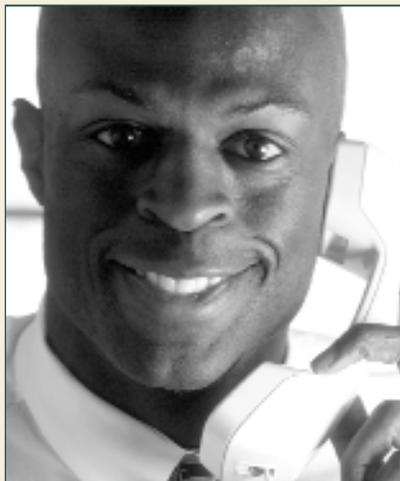
2002 hate crime reports in Pennsylvania

- + 52% targeted at African-American residents
- + 13% targeted at Jewish residents
- + 8% targeted at Gay, Lesbian, Bisexual and Transgender residents
- + 6% targeted at Hispanic residents

Source: 2002 Pennsylvania Crime Report

Management Spotlight

Leadership: The Urban League of Pittsburgh



The mission of the Urban League movement is “to enable African Americans to secure economic self-reliance, parity, power and civil rights.” The League accomplishes its mission by working in the areas of education, employment, youth, advocacy and empowerment of low-income families to achieve self-sufficiency.

The Urban League of Pittsburgh, one of 105 affiliates nationwide, has created the African-American Leadership Directory (a resource guide to help nonprofit and for-profit organizations identify African-Americans to serve on their boards) and offers nonprofit board training and advancement to young African-American professionals. Since the first publication of the Directory in 1999, at least 80 African-American professionals have been added to 45 nonprofit and 6 for-profit boards. Visit www.nul.org or call (412) 227-4802

Sources: *The Urban League of Pittsburgh, 2003; The Forbes Funds 2003 Tropman Report “Diversity Within and Among Nonprofit Boards in Allegheny County”*

Governance: Nonprofit Board Diversity in Allegheny County

Nonprofit organizations that lack board diversity limit effectiveness and understanding of community stakeholders. Executives should include board diversity as an agenda item at every meeting. In Allegheny County:

- + Minorities make up 13.2% of board members, compared to a national average of 15%.
- + African-Americans represent 12% of board members, which is similar to a 12% share of working age population.
- + Hispanics, Asians and other races hold 1% of board positions, slightly less than share of working age population.
- + Females make up 39% of board members, compared to a national average of 43% and a 51% share of population.
- + 51% of organizations do not have a single African-American and 7% do not have a single women on their boards.
- + 57% of board members in Allegheny County are age 50 or older, and approximately 1% are under the age of 30.

Sources: *BoardSource; UCSUR, 2003; The Forbes Funds 2003 Tropman Report “Diversity Within and Among Nonprofit Boards”*
 Note: Statistics are for all nonprofit organizations (compared to page 15 study focused on Economic Development Organizations)

Performance Measurement Considerations: Diversity and Social Equity

Organizations involved in diversity and social equity may seek to influence policy and resource availability for programs that promote educational, economic and health equity by race, gender, ethnicity and religion; reduce hate-motivated incidents; increase the number of minority- and women- owned enterprises; or enhance the degree of integration and ethnic balance among organizations and neighborhoods. The region as a whole might evaluate its performance in terms of organizational and neighborhood composition relative to national averages, levels of educational attainment or per capita income by race, gender, ethnicity and religion over time as well as relative to other regions.

An example of possible diversity and social equity outcomes and targets:

Initial Outcomes (Changes in skills, knowledge or attitude)	Intermediate Outcomes (Behavior changes from new skills, etc.)	Longer-term Outcomes (Changes in the condition or status)
Nonprofit board members become aware of increased organizational effectiveness resulting from a diverse and inclusive workforce/board. <u>Target:</u> % of board members engaged through diversity outreach/training program	Nonprofit board members establish diversity goals and policies. <u>Target:</u> % increase in organizations that have formal diversity policies	Composition of board/staff reflect the diversity of communities served. <u>Target:</u> Increased organizational responsiveness to all stakeholders

Action Guide

Practical Diversity Tips and Ideas

Establish a Diverse Workforce: Set employment hiring targets and monitor performance. Encourage staff participation in cultural activities and learning.

Establish a Diverse Board: Ensure board and staff composition reflect the diversity of communities served by the organization.

Invest in Diversity Training: Promote an inclusive and well-informed workplace through diversity training.

Establish a Diversity Liaison: Organize a peer liaison resource to support workplace diversity.

Establish Anti-Discrimination and Equal Opportunity Employment Policies: Define clear policies for all employees.

Celebrate Heritage: Learn about unfamiliar cultures, societies and religions. Consider involvement in national heritage months such as African-American Heritage Month in February and Asian-American Heritage Month in May.

Establish/Distribute Interview Guidelines: Ensure implementation of equal opportunity policies during the hiring process.

Invite a GLBT Speaker to a Roundtable Discussion: Contact the Persad Center or Parents and Families of Lesbians and Gays.

Provide Confidential Forums: Enable employees to discuss questions and issues of discrimination in confidence.

Establish an Ombudsman Office: Create a vehicle for learning about and handling complaints before they escalate.

Additional Organizations/Resources

The American Civil Liberties Union - Greater Pittsburgh Chapter advocates for individual rights through litigation, legislation, and public education regarding an array of issues affecting individual freedom in the United States. ACLU lawsuits aim to protect liberties such as freedom of speech, religion and association; privacy; equality and due process. Visit www.pgh.aclu.org

The National Conference for Community and Justice of Western Pennsylvania fights bias, bigotry and racism, and promotes understanding and respect among all races, religions and cultures through advocacy, conflict resolution and education. Programs include commUNITY conversations on race, the Green Circle diversity program for elementary students and RESPECT dialogues with at-risk youth and community police. Visit www.nccjppgh.org

The African American Chamber of Commerce promotes business and professional opportunities for over 375 African American business owners and professionals in Western Pennsylvania. The Chamber is guided by the core values of equity in opportunity, economic advancement, self-sufficiency and entrepreneurial excellence. Visit www.aaccwp.com

Parents and Families of Lesbians and Gays (PFLAG) promotes the health and well-being of gay, lesbian, bisexual, and transgendered persons, their families and friends through support, education and advocacy efforts that seek to end discrimination and to secure civil rights. PFLAG provides opportunity for dialogue about sexual orientation and gender identity, and offers a speakers' bureau to religious organizations, schools and civic organizations. Visit <http://trfn.clpgh.org/pflagpgh>

Global Pittsburgh is a collaborative initiative that introduces visitors to the international character of the Pittsburgh region and highlights the international connections in the region. Resources include an electronic newsletter, periodic networking events and the GlobalPittsburgh.org website. Contributing organizations include The Heinz Endowments, World Affairs Council of Pittsburgh, Pittsburgh Council for International Visitors and Pittsburgh Regional Alliance. Visit www.globalpittsburgh.org

The YWCA Center for Race Relations and Anti-Racism Training supports executive management, educators, government officials, community activists, and students in efforts to address racism. Services include consulting, cross-cultural dialogue, training, lectures, and cultural events. Visit www.ywcapgh.org/race-relations.htm

Additional Organizations/Resources

The Urban League Young Professionals of Pittsburgh (ULYP-Pittsburgh) is one of 36 chapters of the National Urban League Young Professionals (NULYP) and is composed of professionals who live, work and serve in the Greater Pittsburgh region and are committed to serving the region through social and civic engagement. ULYP-Pittsburgh agenda items include financial literacy, real world education and political participation. Visit www.ulyp-pgh.org

Persad Center, Inc. is a licensed counseling center created to serve the lesbian, gay, bisexual and transgender (LGBT) community. Persad clinical programs include mental health, HIV/AIDS and drug and alcohol services, as well as gender clinics and partner abuse programs. Education programs include public speaking engagements, professional training, corporate diversity training, national symposiums and internships. In addition, the research center at Persad conducts research studies regarding health disparities experienced by LGBT populations. Visit www.persadcenter.org

The New Generations Program at the Coro Center for Civic Leadership conducts applied research designed to inform regional strategies to attract and retain young residents. Visit www.newgenerations.info

The Pittsburgh Chapter of The National Association for the Advancement of Colored People (NAACP) is working to improve the political, educational, social and economic status of minority groups as well as eliminate racial prejudice and discrimination. Call (412) 471-1024

The American Jewish Committee Pittsburgh Chapter (AJC) is working to strengthen Jewish communal life and improve the overall quality of human relations in the Greater Pittsburgh region. Programs include interfaith dialogues, study programs and classroom initiatives to reduce bigotry and promote leadership qualities. Call (412) 421-7927

The Acculturation for Justice, Access & Peace Outreach (AJAPO) welcomes refugees and immigrants from Africa and Afro-Caribbean islands settling in Allegheny County. AJAPO provides a healthy start by nurturing immigrants for civic responsibilities and connecting them to the American communities of their heritage. AJAPO is a program of St. Benedict the Moor Catholic Church in the Hill District of Pittsburgh. Call (412) 281-3141

The Pittsburgh Asian-American Young Professional Association provides an environment for Asian-American young professionals to share and exchange ideas to promote cultural and professional growth in the Greater Pittsburgh community. Visit www.paaypa.org

The Latin American Cultural Union (LACU) cultivates and disseminates the diverse cultural manifestations of Latin American traditions and life such as dance, music, literature, culinary arts, film, painting and regional costumes.

The Hispanic Chamber of Commerce of Western PA is focused on the needs of Latinos in the western regions of Pennsylvania. The Chamber creates opportunities for Latino commerce, business development and economic growth and creates a positive, influential Hispanic presence in Western Pennsylvania. Visit www.hccwpa.org

The Hispanic Center, Inc. is focused primarily (but not exclusively) on the recruitment, placement and retention of Hispanic workers in Greater Pittsburgh. The Center assists families relocating to the Pittsburgh region by providing access to affordable housing, employment referral, access to education and a family mentoring program. Visit www.pghhispaniccenter.org

The Islamic Center of Pittsburgh presents the message of Islam to Muslims and non-Muslims in Greater Pittsburgh and promotes unity, brotherhood and understanding among all. Visit www.icp-pgh.org

The National Council of Jewish Women, Pittsburgh Section provides research, education, advocacy and community service to improve quality of life for women, children and families, and to ensure individual rights and freedom for all. The council thrift shop “Thriftique” sells gently worn clothing, shoes and accessories at resale prices. Visit <http://trfn.clpgh.org/ncjw>

Note: The Urban League of Pittsburgh is highlighted in the management spotlight on page 27.

Family Services and Support



Government organizations, community agencies and other stakeholders must work together to strengthen families. Strong families and parental involvement are linked to higher grades and test scores, improved behavior and better social skills among youth. Domestic abuse involves physical, sexual, economic or emotional abuse. Child abuse is the leading cause of death in children under one year of age.

Out-of-home placements are a last resort for children who are being harmed, neglected or are at risk of abuse or neglect. Kinship care places children with relatives to successfully meet a child's need for safety, permanency and well-being as well as to prepare for eventual family reunification. Nationally, 26% of the children in foster care are placed with relatives.

Sources: Annie E. Casey Foundation, Making Connections Initiative, 2004; US Census 2000; A Second Chance, Inc., 2004, from The Adoption and Foster Care Reporting System

regional assets

- + 129 human services providers have been contracted by The Allegheny County Office of Youth and Families (CYF) to provide services that engage and support families.
- + There are 31 Family Support Centers in Allegheny County that CYF helps to administer and support.
- + There has been a 31% reduction in children placed outside of their homes in Allegheny County since January 1997.
- + Since 1994, over 4500 kinship children living with relatives or family friends have been served by A Second Chance, Inc and The Allegheny County Office of Children, Youth & Families.
- + There are nearly 17,500 grandparents living in households with their grandchildren in Allegheny County, including nearly 7000 grandparents that are responsible for the grandchild.

Sources: Allegheny County Department of Human Services Office of Children, Youth and Families (CYF), 2004; US Census Bureau, Census 2000 Summary File 3; A Second Chance, Inc., 2004

regional statistics

# of Children in Foster and Kinship Care			
City	Foster Care	Kinship Care	% Care that is Kinship
Pittsburgh	789	890	53%
Baltimore	2,762	1,513	35%
Philadelphia	3,489	2,010	37%

Year	% of Pittsburgh Births to Teen Mothers	% of Pittsburgh Births that Received Late or no Prenatal Care
1990	15.6%	7.1%
1992	15.7%	6.4%
1994	15.6%	5.2%
1996	13.9%	4.5%
1998	13.4%	3.1%
2000	14.6%	3.4%
2000 US Avg	13.8%	5.3%

Source: Annie E. Casey Foundation "The Kinship Report", 2003

Source: Annie E. Casey Foundation, 2004

Management Spotlight

Strategic Management: Three Rivers Youth



Three Rivers Youth (TRY) provides services to abused, neglected, runaway and homeless youth between the ages of 12-21, as well as to their families. Through a comprehensive and integrated spectrum of programs, TRY encourages young people to take responsibility for their personal life and to prepare for independence. TRY programs include a network of six therapeutic group homes, outreach, support and self-sufficiency programs for runaway and homeless youth as well as a family partnership program that aims to keep families together.

TRY strategic management practices include a commitment to program improvement through a Continuous Quality Improvement Process and collaboration with other organizations such as PACE, Pittsburgh Action Against Rape, Pittsburgh Public Schools, The Allegheny Intermediate Unit and Spectrum Family Network. In addition, TRY demonstrates its commitment to Human Resources through application of Balanced Scorecard metrics in employee recognition, communication and skill development. Visit www.threeriversyouth.org

Program Focus: Family Resources, Inc.

Family Resources, Inc. works to prevent child abuse and strengthen families in Western Pennsylvania. Family Resources provides a continuum of services from prevention through crisis intervention, including: parent education, parent support, telephone counseling, information and referral, home visiting, support groups, psychotherapy services and crisis intervention. Many services are available in a family's home, while others are available at neighborhood locations across Pittsburgh where child care is often provided. Collaborative projects include The Blue Ribbon Campaign, with The Allegheny County Department of Human Services, and the "One Kind Word" social marketing initiative with Giant Eagle and Family Communications. Visit www.familyresourcesofpa.org

Performance Measurement Considerations: Family Services and Support

Organizations involved in family services and support may seek to influence policy and resource availability for programs that strengthen families and unify parents and children; levels of participation and attendance in family counseling; pre-natal care and early education programs; frequency of out-of-home placements; or degree of parental involvement in children's education. The region as a whole might evaluate its performance in terms of family income levels over time, family income compared to other regions, as well as the degree to which family income is adequate to raise children.

An example of possible family services and support outcomes and targets:

Initial Outcomes (Changes in skills, knowledge or attitude)	Intermediate Outcomes (Behavior changes from new skills, etc.)	Longer-term Outcomes (Changes in the condition or status)
New parents become aware of Earned Income and Child Care tax credit availability. <u>Target:</u> % families engaged through an outreach campaign	Eligible parents complete tax credit applications. <u>Target:</u> % increase in eligible parents that file for tax credits	Increase in family support and resource adequacy to raise children. <u>Target:</u> % increase in family income

Action Guide

Practical Family Support Tips and Ideas

Advocate for Family Support Resources: Periodically review local, state and national legislative alerts pertaining to child welfare and kinship care. Visit www.asecondchance-kinship.com

Access to Day Care: Provide access to quality day care to expand the number of potential employees as well as to enhance retention of employees who become parents.

Family Leave Time: Adopt family leave policies to improve employee retention, as well as increase employee loyalty upon return from leave.

Family Flex Time: Offer family flex time to establish a family-friendly workplace culture.

Family Appreciation Day: Organize a family appreciation day at the workplace to support family issues.

Build Awareness of Domestic Abuse: Educate co-workers about issues of domestic violence and sexual assault.

Offer Employee Assistance Provider (EAP) Services: Facilitate employee access to an EAP to provide critical resources in a time of need. EAP's work with employees in a confidential setting to address sensitive issues that impact performance at work.

Know your Neighbors: Build an extended support network as a valuable source of family support.

Additional Organizations/Resources

The YMCA of Pittsburgh is a nationally affiliated agency that provides a variety of programs that aim to build strong kids, families and communities. YMCA of Pittsburgh programs and services include after school, camping, child care, early childhood, family, financial aid, health and fitness, life skills development and education, as well as youth and teen programs. Visit www.ymcaofpittsburgh.org

The YWCA of Greater Pittsburgh seeks to empower women and teens and eliminate racism and sexism. Services include over 20 teen programs operated in the Pittsburgh Public Schools; counseling; workshops and legal resources for women; a race relations center and anti-racism training; transitional housing and support services for women and their children; a health and wellness institute; and educational programs. Visit www.ywcapgh.org

The Center for Family Excellence works with families in underserved neighborhoods to help them develop the strengths and personal excellence required to transform adversity into hope. Services include *First Steps* (prevention and supportive services for families with newborns), *Right Start* (intervention services with families with incidences of child abuse or neglect), *Family Reunification* (intervention services with families whose parental rights are about to be terminated permanently) and *Male Coalition* (intervention and prevention services to enhance adolescent and adult male maturation). Visit www.cffe.org

Focus on Renewal provides health, education and social services to the McKees Rocks/Stowe Township neighborhood. Family support programs include a family health center, a positive parenting program, a family foundation/early head start program, an adult education and learning center, as well as a case management system for families with children that have serious emotional disturbance. Additional programs include a neighborhood credit union, transportation program, community center, thrift shop, library and high-rise apartments for senior citizens. Call (412) 771-6460

The Juvenile Court Project (JCP) is a legal assistance program of the Allegheny County Bar Foundation. The JCP mission is "to advocate for the interests and protect the legal rights of indigent parents whose children are the subjects of Juvenile Court dependency and termination of parental rights proceedings in Allegheny County." Visit www.acbparentadvocates.org

The Center for Victims of Violent Crime supports individuals, families and communities through the trauma of violence and crime by offering victim advocacy services, crisis intervention, counseling and community education. Visit www.cvvc.org

Additional Organizations/Resources

Spectrum Family Network (SFN) offers a range of services and resources to strengthen and unify children and families in Greater Pittsburgh. SFN services include family therapy, family care, therapeutic intervention, behavioral health, family mental health, as well as group home and foster care placements. Visit www.spectrumfamily.net

A Second Chance, Inc. (ASC) promotes kinship foster care by relatives or close family friends. ASC services provide stability, continuity and help maintain a child's cultural identity and contact with their birth family. A Second Chance, Inc. provides support services for foster parents and birth families, reunification and adoption services, as well as transition support for children entering permanent placements. Visit www.asecondchance-kinship.com

The Travelers Aid Society of Pittsburgh assists individuals and families with mobility crises or communication needs, such as stranded travelers and foreign visitors, the homeless, runaway youths and others facing disruptive circumstances. Programs include Mobile Moms (doctor visits for pregnant women), Trips for Tots (doctor/clinic visits for newborn babies) as well as support for low-income and unemployed individuals and families in need of transportation assistance to access training programs, new jobs, as well as retention and advancement programs. Visit www.travelersaidpittsburgh.org

The Beverly Jewel Wall Lovelace Fund for Children's Programs provides children living in public housing access to safe and supervised activities after school and in the summer. Parents in the community are involved in the program as staff, leaders, advisors and youth supervisors. Visit www.pittsburghfoundation.org

The Children's Home of Pittsburgh promotes the health and well-being of infants and children through an adoption program, a transitional infant care hospital serving premature and high-risk infants and their families, as well as a pediatric extended care center serving medically fragile infants and children. Visit www.adopt-infant.org

Lydia's Place, Inc. is a faith-based organization that works with female offenders and their children to rebuild their lives and become productive members of society. Programs include parenting and life skills classes, a sisters-in-support forum, a twelve week re-entry program and more. Visit www.lydiasplace.org

The Parental Stress Center aims to prevent child abuse and neglect by providing parenting education, family centered counseling and support to parents. Activities include parenting workshops, family counseling, anger management training, father adult education, stress management training and a fathers' resource center. Visit <http://pscfamily.net>

The Women's Center & Shelter of Greater Pittsburgh (WCS) provides a 24-hour crisis hotline, temporary shelter, individual counseling and support services for women victims of domestic violence and their children. WCS also provides school and community education on domestic violence. Visit www.wcspittsburgh.org

Family Services of Western Pennsylvania (FSWP) develops the capacity of families and individuals to direct their lives and contribute to a productive, caring community. Programs include family counseling and mental health services, as well as transportation, pre-release and parenting education services to inmates and their families. Visit www.fswp.org

The Bradley Center offers a network of behavioral and child welfare services to children and families in Greater Pittsburgh. Programs include residential treatment facilities and centers, two special education schools, school-based support services and therapeutic foster care. Visit www.thebradleycenter.org

The Alle-Kiski Area HOPE Center, Inc. (HOPE) is a domestic violence agency working to reduce violence and empower victims through a crisis hotline, counseling, education, shelter and advocacy. Visit www.akhopecenter.org

FamilyLinks provides mental health and mental retardation programs, youth and family development programs, adult community services, alcohol and other drug treatment programs and school-based prevention services to children, families and individuals throughout Southwestern Pennsylvania. Visit www.familylinks.org

Note: Three Rivers Youth and Family Resources, Inc. are highlighted in the management spotlight on page 31.

Workforce Development



Workforce Development describes a range of activities in education, workforce readiness, vocational counseling and job training. Southwestern Pennsylvania industries include traditional metals, health services, biotechnology, business services and information technology. In 2001, nearly 700,000 individuals received workforce development services in the region.

From 1970-1990, Greater Pittsburgh experienced the most severe manufacturing decline of any region in the country, and since 1990 there has been significant *growth* and *shift* in the employment landscape. Since 1990, service industries have more than doubled and there has been a dramatic decrease in "unskilled" jobs. Nationally, the percentage of jobs requiring a high school diploma or less has decreased from 60% in 1950 to 15% in 2000. Nearly 40% of local employers report less than adequate skill levels in their hires with a high school diploma.

Sources: Working Together Consortium, 1998; Center for Economic Development at Carnegie Mellon University; Report on SWPA Nonprofit Career Development Programs and Services, 2002

regional assets

- + Over 170 agencies in Southwestern Pennsylvania provide workforce development services, either directly or through referrals, including 78 regional agencies that operate 460 direct career development programs.
- + Southwestern Pennsylvania has training capacity to support over 50,000 individuals per year in career transition.
- + The Pittsburgh region has low employment turnover, less than the national average in 19 industries.
- + Allegheny County is projected to have more than 232,000 job openings by 2008, including 52,000 new jobs.
- + There are 28 colleges and universities, 80+ technical schools and 14 state-run vocational schools in Southwestern Pennsylvania.

Sources: Duquesne University "New Americans and Future of Pittsburgh", 2002; Report on SWPA Nonprofit Career Development Programs and Services, 2002; City of Pittsburgh website, 2004

regional statistics

SWPA Business Leader Survey on Workforce Attributes

	"Very Good/Excellent"	"Fair/Poor"
Workforce retention	57%	17%
Work ethic	57%	17%
Reliability of employees	56%	12%
Productivity of employees	55%	11%
Availability of staff with right skills	35%	24%
Labor costs	34%	23%
Employee innovativeness	34%	31%
Flexibility/acceptance of change	28%	40%

Source: Pittsburgh Regional Alliance "Southwestern Pennsylvania Workforce Study", 2003

An increase in job openings, coupled with declining population and labor force trends, are likely to create a "job gap" in Allegheny County by 2008.

2008 Projections for Allegheny County

- 816,130 available jobs (including 232,000 projected openings due to growth/replacement)
- 613,003 labor force members
- 203,127 labor force shortage or "Job Gap"

Source: Duquesne University "New Americans and the Future of Pittsburgh", 2002

Management Spotlight

Collaboration: The Three Rivers Workforce Investment Board



The Three Rivers Workforce Investment Board (TRWIB) is a collaborative employer-driven entity charged with establishing and maintaining an employment and training system for Pittsburgh and Allegheny County. The organization is led by over 50 board members appointed by the Mayor of Pittsburgh and Chief Executive of Allegheny County. Board members represent a diverse group of stakeholders including employers, training providers, labor unions, government agencies and community organizations, and are unified by shared concerns regarding quality of the workforce and availability of good jobs in the region.

TRWIB initiatives include the CareerLink Network to connect employers and job seekers; a Youth Policy Council focused on the "emerging workforce;"

industry clusters focused on high-potential sector initiatives and a regional internship center. Visit www.trwib.org

Photo: Copyright, Pittsburgh Post-Gazette, 2003. All rights reserved.

Social Enterprise: Life'sWork of Western PA

Life'sWork helps persons with disabilities or other employment barriers enter the workplace and achieve independence and dignity through productive employment. Social enterprise ventures include printing, mailing, industrial services, packaging, assembly and other customized business arrangements. For example, Life'sWork has partnered with Jurassic Dog Products to provide packaging and labeling services, as well as to co-lease a 27,000-square-foot building. Life'sWork is also finalizing an agreement with Ben & Jerry's to open an independently owned and operated PartnerShop in the Pittsburgh region to offer supportive employment and job training to people who may face barriers to employment. Visit www.lifesworkwpa.org

Performance Measurement Considerations: Workforce Development

Organizations involved in workforce development may seek to influence the focus and participation levels of job training programs; levels of educational attainment of regional residents; attitudes of employers toward workforce investments; degree of inter-institutional cooperation in workforce development programming; or attitudes of employed and unemployed workers toward skill development. The region as a whole might evaluate its performance in terms of educational attainment levels compared to other regions and the degree to which worker training programs are matched to regional economic development strategy.

An example of possible workforce development outcomes and targets:

Initial Outcomes (Changes in skills, knowledge or attitude)	Intermediate Outcomes (Behavior changes from new skills, etc.)	Longer-term Outcomes (Changes in the condition or status)
Increased awareness of regional workforce development needs among corporate, educational and government leaders. <u>Target:</u> # of institutions actively engaged through awareness-building efforts	Collaborative development and management of employer-informed and driven training programs. <u>Target:</u> # training programs for employed and unemployed workers	Increase in workforce readiness and institutional productivity. <u>Target:</u> % increase in relevant workforce productivity measures

Action Guide

Practical Workforce Development Tips and Ideas

Advocate for Workforce Development: Subscribe to the Workforce Connections newsletter and receive facts and information on regional workforce development opportunities, challenges and activities.

Support Community College Education: Build awareness of the important role community colleges play in creating a skilled workforce. Display professional development and lifetime learning course listings at the workplace. Visit www.ccac.edu

Encourage Tuition Assistance Policies at the Workplace: Start a tuition assistance policy as an investment in productivity.

Explore Mentoring: Organize mentoring to help people entering or re-entering the workforce learn valuable life and job skills. Support youth workforce development programs such as Youth Build or Job Corps.

Job Training Workshops: Volunteer for workshops that help job seekers with resume and interview skills.

Initiate an Interview Appropriate Clothing Drive: Launch an interview appropriate clothing drive at your workplace and encourage co-workers to donate clothes. Contact The Women's Center & Shelter of Greater Pittsburgh at (412) 687-8017 X 338.

Evaluate Progress: Benchmark workforce skill development against your industry.

Additional Organizations/Resources

Bidwell Training Center offers job training programs and opportunities in high-tech, culinary and medical fields to candidates that have a high school diploma or GED. Vocational programs include chemical technology, culinary arts, horticulture technology, information sciences and medical programs. Bidwell's academic and literacy programs offer academic classes, one-on-one tutoring and G.E.D. preparation classes for students who lack a high school diploma. Visit www.bidwell-training.org

The Mon Valley Workforce Development Initiative works with residents to attain skills and connections needed to acquire living wage jobs, begin productive, healthy careers and provide a skilled workforce for regional companies. Activities include career development planning and workplace skill development and a multi-media website. Visit www.monvalleyinitiative.com

The Pittsburgh Transportation Equity Project's mission is to "educate, support and empower African-American residents, groups, community and faith-based leaders to become advocates for transportation policy, equity issues, investments and regional planning." Visit www.ptep.org

The Access-To-Work Task Force of Allegheny County includes nearly 40 entities working on the expansion of programs that improve access to jobs for Southwestern Pennsylvania residents. The Task Force has secured more than \$16 million in federal, state and local funding for job access programs since formation in 1997. For more information on regional transportation, contact The Port Authority of Allegheny County. Visit www.portauthority.org

The Human Capital Policy Initiative (HCPI) was created to close the gap in communications, foster linkages among policy makers at all levels and develop a forum for open discussion on workforce development. HCPI is a project of the University of Pittsburgh Institute of Politics and was developed in cooperation with the Heinz Endowments and Workforce Connections, an initiative of the Pennsylvania Economy League. Visit www.hcpi.org

Additional Organizations/Resources

Goodwill Industries of Pittsburgh is a network of not-for-profit businesses whose mission is “to help people with special needs overcome barriers to employment and enjoy the dignity and benefits of work and improved quality of life.” Goodwill Pittsburgh and affiliates employ more than 900 people and operate 22 regional retail stores and several other businesses to provide training and employment opportunities for clients. Over 89% of Goodwill Industries of Pittsburgh revenue supports job-training and employment programs. Visit www.goodwillpitt.org

The Pennsylvania Professional Employment Network (PAPEN) is a volunteer-based organization that promotes career management through networking. The organization consists of 1,700 professionals, managers and executives that engage in activities to foster personal contacts and relationships, develop networking skills and share career-related experiences, strategies and opportunities. Visit www.papen.us

The Vietnam Veteran's Leadership Program of Western Pennsylvania (VVLP) provides employment, housing assistance and support services to unemployed, underemployed and homeless veterans and family members in Southwestern Pennsylvania. VVLP services include life-skills training, referrals for job training, mental and medical health needs and child care. Visit www.vvlp.org

CareerLink Pittsburgh connects employers and job seekers in Greater Pittsburgh. CareerLink offers 24-hour-a-day access to an on-line database of employment information and personalized service at career centers and neighborhood community centers across the region. Staff provides a breadth of consultation, materials and resources for employers and job seekers. Visit www.careerlinkpittsburgh.com

The Hill Oakland Workforce Collaborative (HOWC) provides services to job seekers and employers in Oakland and around Pittsburgh. HOWC services include job placement, job search, career counseling, resume and employment application preparation, basic computer training and mock interview sessions. Visit www.cdnp.net/joblinks

Workforce Connections, which is housed and supported by the Pennsylvania Economy League, is working to develop a demand-driven, regional workforce development market by enhancing and connecting the efforts of job seekers, employers and learning providers. Activities include data collection and analysis, convening, capacity building and education. Visit www.workforceconnectionsonline.com

The Workforce Development Professionals Network (WDPN) provides capacity building tools, training and technical assistance to workforce development professionals, including community-based providers, Job Corps programs, Workforce Investment Boards and Welfare-to-Work programs. Services include staff certification, professional development workshops and organizational assistance. WDPN is sponsored by Duquesne University, the FREEdLANCE Group for Career and Workforce Innovation and Goodwill Industries of Pittsburgh. Visit www.wdpn.net

Talent Pittsburgh is an on-line resource center of tools and content for individuals, companies and organizations interested in workforce development, talent attraction and retention and regional information. The site includes an online catalog of training programs, customized training options for companies and individuals and connections to regional planning resources. Visit www.talentpittsburgh.org

The Regional Internship Center of Southwestern Pennsylvania works to increase the number of internships and create a centralized internship system in the region. RIC helps employers develop internship programs and connects them to potential interns at regional colleges and universities. Visit www.ric-swpa.org

Note: Three Rivers Workforce Investment Board and Life'sWork are highlighted in the management spotlight on page 35.

Civic Participation



Civic participation, broadly defined, means citizen involvement in issues of public concern, the political process, voluntary activities and/or philanthropy. Civic institutions, such as schools, faith-based organizations and other nonprofit organizations, are vital community resources that foster civic participation and leadership.

Allegheny County has one of the highest per capita concentrations of nonprofit and civic institutions in the country. Allegheny County has the highest voting rate in Pennsylvania, although it is still lower than the national average. In the 2003 statewide primary, voter turnout was 20% among Democrats and 16% among Republicans. In the Democratic primary, 35% of voters were over age 70 while only 8% of voters were below age 40. In recent elections, school board seats have been decided by turnouts as small as 7% of registered voters in a district.

Sources: Southwestern Pennsylvania Regional Indicators Report 2002; Pittsburgh Business Times, 2003; Mayor's Commission on Public Education, 2003; Pittsburgh Post Gazette, 2001

regional assets

- + There are nearly 2,700 nonprofit organizations in the Pittsburgh metropolitan area and over 1,800 in Allegheny County.
- + Southwestern Pennsylvania is home to 600 independent, 35 corporate, 6 community, and 20 operating foundations.
- + The Pittsburgh region is home to 5 of the 100 largest foundations in the country.
- + There are over 1,100 religious congregations in Allegheny County.
- + There are over 130 city councils and 43 school boards in Allegheny County (opportunities for participation in local politics).
- + Regional nonprofits have over \$12 billion in assets and contributed \$4.7 billion to state and local tax revenue in 1998.

Sources: The Foundation Center, 2001; The Forbes Funds 2002 Tropman Report "Social Services in Faith-Based Organizations"; The Forbes Funds 2003 Tropman Report "The Precarious Billion Dollar Sector"; Coro New Generations Program "Young People in Politics", 2003

regional statistics

Region (MSA)	Average Income of Sample	Average Donation of Sample	% of Discretionary Income Donated	Rank Among 25 MSA's in terms of % of Discretionary Income Donated
Pittsburgh	\$53,036	\$3,217	6.1%	Tied for 22
Boston	\$53,322	\$2,748	5.2%	25
Cincinnati	\$44,229	\$3,163	7.2%	9
Cleveland	\$46,425	\$3,141	6.8%	14
Minneapolis	\$37,606	\$3,196	8.5%	1
Philadelphia	\$51,186	\$3,143	6.1%	Tied for 22
St. Louis	\$46,721	\$3,212	6.9%	Tied for 12

Source: Chronicle of Philanthropy, statistics based on 1997 tax returns of taxpayers earning over \$50,000 and itemizing deductions

Management Spotlight

Collaboration and Leadership: New Trustees for a New Pittsburgh



New Trustees for a New Pittsburgh is a collaborative leadership development project that aims to 1) assemble Greater Pittsburgh young professionals at civic-leadership forums and impart the importance of nonprofit board service, 2) prepare and train at least 200 young professionals to serve and act as board members, and 3) place at least 100 of these individuals onto the boards of area nonprofit organizations. The project is funded by The Forbes Funds, The Richard King Mellon Foundation and Mellon Financial Corporation Foundation. The collaboration involves Leadership Pittsburgh, Inc., the Nonprofit Leadership Institute at Duquesne University, the Bayer Center for Nonprofit Management at Robert Morris University, Dewey & Kaye, Inc., Pittsburgh Urban Magnet Project and The New Pittsburgh Collaborative.

Source: The Forbes Funds 2003 Tropman Report "Diversity Within and Among Nonprofit Boards"

Program Focus: Social Services in Faith-Based Organizations

There are over 1,100 congregations in Allegheny County, of which approximately 88% operate at least one social service program. The civic participation of volunteers is critical to the delivery of these faith-based social services programs. Sixty-seven percent of organizations charge no fees for services and 68% rely upon volunteers to operate programs. Faith-based social service programs tend to focus on emergency food (58%), financial assistance (50%) and nurturing activities such as counseling (51%), mentoring (20%) or parenting support (24%). Faith-based congregations are generally well established (only 13% have operated for less than 25 years) and of varied sizes: twenty-five percent have over 500 members, while nearly 50% have less than 200 members.

Source: The Forbes Funds 2002 Tropman Report "Social Services in Faith-based Organizations"

Performance Measurement Considerations: Civic Participation

Organizations involved in increasing civic participation may seek to influence rates of voter registration and resident participation in the political process; levels of volunteerism, philanthropy and resident participation in civic organizations; or corporate engagement in social concerns. The region as a whole might evaluate its performance in terms of rate of voter registration and participation relative to other regions; the number of civic organizations per capita; and level of resident trust expressed in regional institutions.

An example of possible civic participation outcomes and targets:

Initial Outcomes (Changes in skills, knowledge or attitude)	Intermediate Outcomes (Behavior changes from new skills, etc.)	Longer-term Outcomes (Changes in the condition or status)
Increased awareness of voter registration opportunities among youth. <u>Target:</u> % increase in awareness from outreach efforts	Increased participation in political process among youth. <u>Target:</u> % increase in voter participation rate among youth	Increase in policy outcomes reflecting the interests of youth. <u>Target:</u> New legislation focused on needs of youth

Action Guide

Practical Civic Participation Tips and Ideas

Advocate for Civic Participation in Your Community: Organize a get-out-the-vote drive in your neighborhood and connect with a political party of choice. Consider running for a position on your local school board.

Voter Registration: Provide registration forms at the workplace and remind employees about deadlines for registration in upcoming elections. To obtain forms call (800) 462-VOTE.

Faith-Based Social Services: Join or support the social service program of a neighborhood congregation.

Host Candidates: Invite candidates to speak to employees during lunch. Forums provide an opportunity for employees to learn more about candidates and to engage candidates in the community.

Election Day: Remind co-workers to vote on Election Day and provide a work schedule that enables time to vote.

Offer your Office Space: Offer the use of a conference room after hours to provide space for community meetings.

Get Involved: Join the Pittsburgh Urban MAGNET Project. Encourage dialogue on critical regional issues. Visit www.pump.org

Volunteer with Co-Workers: Build morale and team building through community service.

Additional Organizations/Resources

The University Center for Social and Urban Research at The University of Pittsburgh (UCSUR) is a resource and regional hub for researchers and educators interested in the basic and applied social and behavioral sciences. UCSUR maintains a research infrastructure (available to faculty and the community) with capacity to carry out survey research, conduct regional econometric modeling, obtain and analyze data sets as well as conduct evaluation research. Visit www.ucsur.pitt.edu

The Institute of Politics at The University of Pittsburgh provides educational programs and services for elected officials and other civic and business leaders. The Institute provides a forum for leaders of all sectors to examine regional issues, build consensus and develop programs that will benefit that region. Visit www.pitt.edu/~iop/

The Pittsburgh Urban MAGNET Project (PUMP) engages young professionals in issues that influence attraction and retention in the region. The goal of “Urban MAGNETS” is to integrate (and ultimately retain) Pittsburgh transplants (i.e., people new to the region) into the community by helping to facilitate their investment into the region. PUMP programs include civic forums, The Pittsburgh Sports League, Urban Magnets and member events such as Arts Saturdays. Visit www.pump.org

The Coro Center for Civic Leadership recruits and supervises diverse, intelligent and driven young public servants to spend up to a year undertaking community development projects. The Fellows Program in Public Affairs is a nine-month, full-time, post-graduate experiential leadership training program. Coro Fellows translate their ideals into action through field assignments, site visits, interviews, individual and group projects. Visit www.coro.org/coro_centers/pgh/pgh.html

Pittsburgh Social Venture Partners (PSVP) combines funding for innovative nonprofit organizations with the active involvement and support of engaged donors. PSVP seeks to engage a new generation of successful professionals, businesspeople and entrepreneurs in the philanthropic process. Visit www.psvp.org

The New Pittsburgh Collaborative is a non-partisan network of diverse organizations committed to the Pittsburgh region. Groups share information and pool resources for events and initiatives that educate members, advocate for dialogue on regional issues, influence decision makers and encourage progress in Pittsburgh. Visit www.newpittsburghcollaborative.org

Additional Organizations/Resources

The League of Women Voters of Greater Pittsburgh is a nonpartisan political organization that “encourages the informed and active participation of citizens in government, works to increase understanding of major public policy issues, and influences public policy through education and advocacy.” The League of Women of the United States is a network of 150,000 supporters nationwide that is active in all 50 states and the District of Columbia. Visit <http://pa.lwv.org/pittsburgh/>

The United Way of Allegheny County (UWAC) mobilizes all segments of the community to raise funds for regional health and human service programs. The United Way Impact Fund confronts regional issues such as ending child abuse and neglect; supporting quality early care and education; providing food, shelter and clothing; helping the homeless and keeping seniors active and independent. UWAC maintains an online searchable database, HelpConnections, that features an extensive directory of regional health and human service programs. Visit www.unitedwaypittsburgh.org

Pittsburgh Cares provides flexible, rewarding and meaningful volunteer opportunities to individuals and companies across Greater Pittsburgh. Pittsburgh Cares provides a monthly calendar program that highlights a range of volunteer projects that take place outside work hours and include convenient scheduling as well as flexible commitment levels. Visit www.pittsburghcares.org

The Metro-Urban Institute (MUI) of The Pittsburgh Theological Seminary helps churches and community leaders address urban living concerns. Programs are designed for both laypersons and clergy, and include master-level degree programs, weekend seminars, leadership seminars, urban field placements and cross-cultural education. Visit www.pts.edu/metrourb.html

Pennsylvania Association of Nonprofit Organizations (PANO) is a membership organization serving the nonprofit sector through leadership, advocacy, education and services. PANO offers an ethics and accountability program called “The Standards of Excellence” that was created by over 50 nonprofit executives, consultants and board members. Visit www.pano.org

The Bayer Center for Nonprofit Management at Robert Morris University is a university-based management support organization that serves the nonprofit sector through consulting services, educational programs and workshops on topics such as collaboration, technology, financing and human resources. Visit www.robert-morris.edu/bcnm

The Nonprofit Leadership Institute at Duquesne University (NLI) is a resource center for nonprofit boards, trustees and senior staff. NLI programs include The Leadership Academy (a board training program), a leadership breakfast series, customized board training services and Boardlink - a board matching program that helps nonprofit organizations recruit new trustees through a database of nearly 500 individuals seeking board assignments. Visit <http://www.nli.duq.edu/nli/>

The Executive Service Corps of Western Pennsylvania (ESC) engages retired business executives and attorneys as volunteer consultants for nonprofit organizations. ESC provides over 4,000 hours of volunteer management assistance and legal services to Greater Pittsburgh's nonprofit community each year. Visit www.escwpa.org

Grantmakers of Western Pennsylvania (GWP) is a membership association for regional foundations. GWP's 78 members represent billions of dollars in charitable assets and range from small, newly formed foundations to some of the largest foundations in the state. GWP facilitates the exchange of research, resources and knowledge among members as well as opportunities for peer networking and collaboration. Visit www.gwpa.org

Leadership Pittsburgh cultivates and broadens leadership resources within the Pittsburgh community. Modeled after existing programs around the country, Leadership Pittsburgh programs provide individuals exposure to the region, skill development and community service opportunities. The organization has a graduate network of over 1100 citizens. Visit www.lpinc.org

The Tides Center of Pittsburgh provides a fiscal home and infrastructure support to charitable initiatives that are not incorporated as a nonprofit organization. The Tides center has nearly 40 projects in Southwestern Pennsylvania. Visit www.tidescenter.org/WPAprojectdirectory.cfm

Note: New Trustees for a New Pittsburgh is highlighted in the management spotlight on page 39.

Special Needs and Independent Living



Government organizations, community agencies and other interested stakeholders perform a range of activities to help seniors, developmentally disabled persons and other special-needs populations live as independently as possible.

Greater Pittsburgh is one of the oldest population centers in the country; 1 in 8 households in Pittsburgh has a person over the age of 65 living alone. Of the nearly 230,000 Allegheny County residents 65 or older, approximately 9% live in poverty, including 15% of African American males and 25% of African American females. Since 1980, the region has experienced a net gain of 70,000 people over the age of 65.

Nearly 1 in 5 Allegheny County residents, between the ages of 21 to 64, is disabled in some way. Of this population, only 50% are employed in prime working years, compared to a 74% employment rate for residents of the same age-range with no disability.

Sources: Pittsburgh Post-Gazette, 2003; Households and Families, 2000; US Census 2000

regional assets

- + There are over 228,416 seniors, 65 or older, living Allegheny County.
- + There are over 344,311 residents living with a disability in Allegheny County.
- + Area Agency on Aging of Allegheny County has 174 employment positions within the agency and has contracted with 159 community agencies to provide programs that enable the older adults of Allegheny County to maintain their independence.
- + Office of Mental Retardation/Developmental Disabilities of Allegheny County has 8 employment positions within the agency and has contracted with 67 agencies to provide programs that enable the people living with disabilities in Allegheny County to maintain their independence.

Sources: Allegheny County Department of Human Services, 2004; US Census 2000

regional statistics

Region	# One Person Households	# > Age 65 One Person Households	% of One Person Households > 65
Pittsburgh PA	56,562	19,716	34.9%
Alexandria VA	26,890	4,217	15.7%
Arlington VA	35,216	6,345	18.0%
Cambridge MA	17,649	3,909	22.1%
Cincinnati OH	63,353	16,465	26.0%
Fort Lauderdale FL	27,600	8,030	29.1%
Minneapolis MN	65,508	13,043	19.9%
Seattle WA	105,542	24,029	22.8%
St. Louis MO	59,269	18,978	32.0%
Washington DC	108,744	24,903	22.9%

Source: US Census 2000, of places with population greater than 100,000

Allegheny County Households Age 65+

- + 58% living in a family household
- + 31% living alone
- + 5% institutionalized
- + 4% living in a non-family household
- + 2% living in non-institutionalized group quarters

Source: UCSUR "The State of Aging and Health in Pittsburgh and Allegheny County", May 2003

Management Spotlight

Strategic Management: Western Pennsylvania School for Blind Children



The Western Pennsylvania School for Blind Children (WPSBC) provides high-quality training and education programs for youth that are blind or have other severe disabilities. Every five years The School for Blind Children engages in an extensive self-study report involving eight operational areas, visitation by a team of peers and the creation of an Action Plan that reflects input from staff regarding areas where institutional improvement is desired. The School has been honored as a Blue Ribbon School by the U.S. Department of Education (a prestigious honor that rewards elementary and secondary schools for educational excellence) and is accredited by the Middle States Association of Colleges and Schools—Commission on Elementary

Schools. Graduates of the School have gone on to colleges and to professions in teaching, law and social service. The average length of service for professional staff is nearly 12 years, and the average turnover for professional and direct care staff has been under 10% for the last five years. Visit <http://www.wpsbc.org>

Social Enterprise: The Center for Creative Play

Founded in 1995, the Center for Creative Play is a national leader in inclusive play and play environments. The Center provides an inclusive, universally accessible family play facility for children of all abilities and families with diverse backgrounds to play, learn and grow together. The Center engages more than 50,000 visitors annually, with 20% of children visitors having special needs. The Center for Creative Play is working with the Pittsburgh Accelerator on social enterprise initiatives related to membership and programming in the play space (e.g. birthday parties and evening camps), sales of children's music CDs, advisory services to other organizations considering inclusive indoor play spaces and the rental of building space to other tenants. Social enterprise ventures are projected to generate 75 to 80 percent of The Center's budget by 2006. Visit www.center4creativeplay.org

Performance Measurement Considerations: Special Needs and Independent Living

Organizations involved in special needs and independent living may seek to influence educational and employment opportunities for special needs individuals; availability and quality of support for special-needs families to enable independent living for as long as desired; or the degree of adequacy in facility access and transportation services for special needs persons. The region as a whole might evaluate its performance in terms of employment and per capita income among special needs persons relative to other regions, as well as changes in these variables over time.

An example of possible special needs and independent living outcomes and targets:

Initial Outcomes (Changes in skills, knowledge or attitude)	Intermediate Outcomes (Behavior changes from new skills, etc.)	Longer-term Outcomes (Changes in the condition or status)
Employers become knowledgeable about contributions of special needs employees. <u>Target:</u> # actively engaged through education and awareness-building	Companies demonstrate increased demand for special needs employees. <u>Target:</u> Increase in # of companies with special needs hiring practices	Increase in self-sufficiency and independence of special needs adults. <u>Target:</u> % decrease in unemployment rate and per capita income

Action Guide

Practical Independent Living Tips and Ideas

Advocate for Independent Living: Periodically review local, state and national legislative alerts pertaining to independence among persons living with a disability. Visit www.achieva.info

Engage the Disabled: Plan and lead a group activity, such as hiking, for people with and without disabilities.

Provide Companionship: Consider volunteering at a senior community center.

Engage Retirees: Keep retirees connected to your company by inviting them to company outings.

Executive Service Corps: Build awareness of the Executive Service Corps among elder residents. Visit www.eswpa.org

Hire the Developmentally Disabled: Identify and promote potential job opportunities at your company. If your organization is a for-profit business, explore tax credits for hiring people with development disabilities.

Hospice Care: Explore hospice care as an employee benefit at the workplace, providing support and enhancing quality of life for families and individuals facing life threatening illness.

Retired Citizen Internships: Explore opportunities to establish retiree internships at your company.

Additional Organizations/Resources

Eastern Area Adult Services provides services to older adults and their families that enable them to maintain independence and wellness in their homes and communities. Programs include senior community centers, adult day services, personal care and assisted living at home, caregiver support, home delivered meals, crisis intervention and protective services. Visit www.eaas.net

Working Order is a nonprofit small business incubator that supports employment opportunities for people with disabilities through entrepreneurship and community partnerships. Working Order provides extensive business coaching services as well as shared resources such as office space, computers, internet access, meeting rooms and marketing services. In addition, Working Order offers a job search program as well as business and technology skills training. Visit www.workingorder.org

The Pittsburgh AIDS Task Force provides services to individuals and families living with HIV/AIDS, including housing, case management, emotional support, nutritional services, transportation and legal services. The Task Force has led outreach and education programs to those at risk of infection, as well as collaborative initiatives with other agencies such as The Outreach Care Collaborative to eliminate health disparities around HIV/AIDS for African-Americans in Pittsburgh. Visit www.patf.org

Achieva, formerly ARC Allegheny, provides services, education and advocacy for children and adults with disabilities. The agency has a commitment to equal access to public education, community-based housing, vocation training as well as occupational and physical therapy. Based on client and organizational outcomes, Achieva has received accreditation from The Council on Quality and Leadership for People with Disabilities. Visit www.achieva.info

Interfaith Volunteer Caregivers of Southwestern Pennsylvania (IVC) is a network of over 35 diverse religious congregations throughout Allegheny County whose volunteers are recruited, trained, mobilized and supported to assist elderly residents with daily living tasks, enabling them to remain independent in their own homes. Visit www.ivcswpa.org

Easter Seals of Southwestern Pennsylvania works with children and adults with disabilities to expand their independence by providing a comprehensive array of screening, evaluation, treatment and educational programs. Call (412) 281-7244

The Center for Hearing & Deaf Services, Inc. provides services for people who are deaf or hard of hearing, including a range of assistive signaling and listening devices, sign language interpreters and a youth program. Visit www.hdscenter.org

Additional Organizations/Resources

LifeSpan provides essential and affordable services for older adults and their families, such as personal care, home delivered meals, companionship, caregiver relief and support. LifeSpan operates 15 senior resource centers with a membership of over 2,600 residents. Visit www.lifespanpa.org

LIFE (Living Independence for the Elderly) Pittsburgh, Inc. helps older adults maintain their independence and live at home by integrating health care and supportive services. LIFE utilizes a diverse team of physicians, nurses, personal care assistants, social workers and transportation staff to meet medical needs of the participant as well as combat loneliness and lack of peer socialization. Visit www.lifepittsburgh.org

The Children's Institute provides services that meet the special needs of children, young people and their families. Kids on the Block is a unique program that teaches children about disabilities through the use of a puppet show. In addition, The Institute offers a range of inpatient and outpatient services, as well as a functional feeding program. Visit www.amazingkids.org

United Cerebral Palsy of Pittsburgh (UCP) serves people with severe disabilities who live in the Allegheny County area, offering programs that build on individual strengths and promote inclusion in the community. UCP of Pittsburgh's clients include people with cerebral palsy, as well as individuals with traumatic brain injury, multiple sclerosis, spinal cord injury and other developmental and acquired disabilities. Visit http://www.ucp.org/ucp_local.cfm/136

Radio Information Service (RIS) uses the medium of radio to provide access to print information for people that have a disability that inhibits reading. RIS purchases special, pre-tuned radios and loans them to medically qualified applicants. RIS is on the air 24 hours a day, 365 days a year, and provides much the same information that is read by the general population, including newspapers, magazines, advertisement and books. Visit www.readingservice.org

Presbyterian SeniorCare offers seniors in southwestern Pennsylvania assisted living, independent and supportive housing, nursing care, Alzheimer's care, home health care and Continuing Care Retirement Community living. Presbyterian SeniorCare assists and supports more than 5,000 older adults of all faiths and income levels each year. Visit www.srcare.org

The Disabilities Law Project (DLP) is a non-profit public interest law firm that provides legal assistance and other services to individuals with disabilities and their constituencies. DLP provides legal consultation and representation in negotiations, hearings and court proceedings and represents individuals with disabilities in a variety of cases involving discrimination on the basis of disability, protection of rights and access to needed services. Visit www.dlp-pa.org

Elderhostel, Inc - Pittsburgh provides education and travel services for adults age 55 and over. Elderhostel serves nearly 200,000 adults each year through over 10,000 programs in more than 90 countries. Visit www.elderhostel.org or (412) 422-2060

The Watson Institute provides education and rehabilitation services to children with disabilities. The Institute provides a continuum of specialized programs that include education, respite initiatives and professional development services to enhance the skills of professionals who work with children with disabilities. Visit www.dtwatson.org

The Area Agency on Aging provides programs and services that enable the older adults of Allegheny County to maintain their independence, and to have safe, healthy lifestyles. Programs include senior community centers, nursing home alternatives, companion services, caregiver support and transportation. Visit www.county.allegheny.pa.us/dhs/aaa/

The Jewish Association on Aging provides residential and community services for Greater Pittsburgh seniors, their families and caregivers. Community services include Sivitz Jewish Hospice, kosher home-delivered meals, adult day services and other activities for older adults who live in buildings and neighborhoods with high concentrations of seniors. Visit www.jaapgh.org

Note: Western Pennsylvania School for Blind Children and The Center for Creative Play are highlighted in the management spotlight on page 43.

Youth Development



There are approximately 330,000 youth in Allegheny County under the age of 21. An estimated 70% of young people ages 15-21 have participated in activities to help strengthen their community. Youth development organizations work to build youth leadership, foster citizenship, strengthen families and reduce risk behaviors such as substance abuse and violence.

Normal adolescent developmental issues, such as physical changes, independence and peer pressure, are complicated by family turmoil and emotional stress. Mentoring is a powerful tool to strengthen families and help young people avoid risk behaviors that pose serious threats to their health and safety. Approximately 15,000 youth are in need of mentors in Allegheny County. An estimated 20% of youth under age of 14 have had sex and 12% of inner-city adolescent males become a father before age 19. Fathering a child before age 19 increases the likelihood of delinquent behavior among young men.

Sources: US Census 2000, Juvenile Justice Bulletin 2000 from The Pittsburgh Youth Study; Do Something 1998; Outreach Teen and Family Services Website; Photo: Copyright, Adam Green, 2003.

regional assets

- + There are over 70 youth development organizations within 25 miles of downtown Pittsburgh.
- + There are at least 184 scholarship and internship funding opportunities available to students in Allegheny County.
- + Nearly 10,500 youth are in active mentoring relationships in Allegheny County.
- + Over 100 regional afterschool programs are featured in The United Way of Allegheny County's "Guide to Afterschool Programs."
- + Twelve percent of Allegheny County elected officials are young adults between age 18 and age 40.
- + The Pittsburgh region has 144,839 students: 84% undergraduates, 14% graduate and 2% professional degree programs.

Sources: US Census, 2000; Mentoring Partnership of SWPA, 2004; Guidestar Nonprofit Database, 2004; Coro New Generations Program "Young People in Politics", 2003; The Pittsburgh Foundation Searchable Database of Scholarship and Internship Funding, 2004

regional statistics

Of Mentored Youth:

- + 59% improve their grades
- + 86% go on to higher education.
- + 46% less likely to begin using illegal drugs
- + 27% less likely to begin using alcohol
- + 52% less likely to skip school
- + 37% less likely to skip class
- + 33% less likely to resort to hitting someone
- + More confident in their school work
- + Better able to get along with their families and peers

Citiparks Youth Facilities and Program Registration

- + 19 recreation centers and 436,362 participants
- + 32 swimming pools and 251,662 participants
- + 7 youth sports leagues and 5,763 participants
- + 11 youth races/bike rides and 2,135 participants
- + 5 special events with 60,570 participants
- + 15,101 participants in youth skating activities

Sources: Mentoring Partnership of SWPA, 2004 from Public/Private Ventures study, Big Brothers Big Sisters of Greater Pittsburgh, Career Beginnings and Proctor & Gamble

Sources: City of Pittsburgh, Office of The Mayor "Youth Policy Report", 1999

Management Spotlight

Program Planning and Evaluation: The Youth Standards Project



The Youth Standards Project (YSP) is a multi-year initiative designed to

- 1) develop clear, basic standards designed by and for youth-serving agencies to improve the consistency and quality of programs for youth, ages 12-18,
- 2) develop a set of tools and technical support to enable agencies to achieve these standards, and
- 3) create institutional buy-in from donors and policy-makers to support these standards.

A core team of 8 youth leaders, and more than 200 representatives from the broader community contributed to the development of initial Youth Standards. The project established 20 core requirements for a modern quality control system for youth-serving agencies and field-tested these standards among 10 southwestern Pennsylvania agencies.

In June 2003, The Community Quality Institute was established as the new home for the Youth Standards Project. Over the next two years the project will enroll and serve 20 youth-serving agencies, build a scalable network of trainers, assessors and technical assistance providers and engage in initiatives related to the evolution of the project.

Sources: The Forbes Funds 2003 Tropman Report; Robert Bowen and Kate Dewey; Dewey & Kaye, 2003

Collaboration: Allegheny County's Promise - The Alliance for Youth

Allegheny County's Promise collaborates with over 50 partner organizations to promote and support over 215 regional youth programs including after-school programs, recreational activities, mentoring opportunities and more. Programs are focused on mobilizing people from every sector of American life to build the character and competence of youth by fulfilling Five Promises: 1) Ongoing relationships with caring adults, such as parents, mentors, tutors, or coaches; 2) Safe places with structured activities during non-school hours; 3) Healthy start and future; 4) Marketable skills through effective education; 5) Opportunities to give back through community service. Visit www.alleghenypromise.org

Performance Measurement Considerations: Youth Development

Organizations involved in youth development may seek to influence youth attitudes toward, and participation in, after-school activities, athletics or voluntary service organizations; the quality and availability of mentors, summer internships or part-time jobs; frequency of teen pregnancy and violence; or prevalence of risk behaviors such as substance abuse, unsafe sexual activity and violence. The region as a whole might evaluate its performance in terms of per capita teen pregnancy and incidents of violence, as well as high-school completion rates and percentage of young people engaging in post-secondary education compared to other regions.

An example of possible youth development outcomes and targets:

Initial Outcomes (Changes in skills, knowledge or attitude)	Intermediate Outcomes (Behavior changes from new skills, etc.)	Longer-term Outcomes (Changes in the condition or status)
Increased youth knowledge of post-secondary educational opportunities. <u>Target:</u> Increase youth awareness through mentoring program outreach	Increased youth enrollment in standardized test preparatory courses. <u>Target:</u> Increase in youth rate of participation and attendance	Measurable increase in levels of educational attainment among youth. <u>Target:</u> % increase in youth that enroll in post-secondary education

Action Guide

Practical Youth Development Tips and Ideas

Advocate for Youth Development: Make an official Commitment to help fulfill the Five Promises of America's Promise in your community. Establish a Site of Promise in your neighborhood or at the workplace. Visit www.alleghenypromise.org

Provide Office Tours: Invite youth to explore your workplace and imagine themselves at work in the future.

Offer Internships and Summer Jobs: Explore opportunities for your workplace to benefit from summer help. Set up an intern mentoring program for staff to help youth develop job skills.

After-School Volunteerism: Consider volunteering at an after-school program.

Support Youth Athletics: Attend or sponsor a youth athletic event to build teamwork and self-esteem among youth.

Support Mentoring: Host an information session for a local mentoring organization. Contact Big Brothers Big Sisters of Greater Pittsburgh or The Mentoring Partnership of Southwestern Pennsylvania.

Support Youth Fundraisers: Organize a company matching programs to augment youth fundraising efforts.

Highlight Youth Artwork: Contact the art department at a local school and display student artwork in your office.

Additional Organizations/Resources

The Pittsburgh Project is an urban, neighborhood-based, Christian community development organization that operates a progressive series of after-school and summer programs in which children and young people grow academically, relationally and spiritually, and become prepared to transform culture and to serve neighbors. In addition, The Pittsburgh Project performs free home repairs to in-need homeowners, launched the Charles Street Cafe (a neighborhood coffee shop) and established the Charles Street Players (an intergenerational community theater). Visit www.pittsburghproject.org

YouthWorks, Inc. provides a progression of employment experiences for youth age 14-25. Services for youth include career exploration, violence prevention, skills/interest assessment, resume writing assistance, career development workshops, job readiness training, mock interviews, career development planning, referral to private sector employers and employment retention counseling. Visit www.youthworksinc.org

The Manchester Youth Development Center provides educational, recreational and cultural experiences to urban youth through a school, daycare center, after-school and Saturday program. Call 412-322-0585

Junior Achievement of Southwest Pennsylvania (JA) teaches students in grades K-12 how business works through hands-on economic education programs. JA brings volunteers into the classroom to educate and inspire young people to value free enterprise and understand how business and economics can improve the quality of their lives. Visit www.jaswpa.org

100 Black Men of Western PA, Inc. provides mentoring to at risk African-American youth from the greater Pittsburgh area. Since 1991, the program has engaged over 500 students and 90% have gone on to post secondary institutions. Nationally, 100 Black Men has over 80 chapters in 27 states with over 12,000 members. Visit www.100blackmen.org

Hosanna House, Inc. is a multi-purpose community center that serves over 250,000 people each year. Services include technological training programs, family and health services and youth services. Visit www.hosannahouse.org

The Center that C.A.R.E.S. recreation, afterschool and summer enrichment programs improve self-esteem, teamwork and attitudes toward school as well as develop a sense of future goals among youth in the Hill District. Call 412-621-9550

Additional Organizations/Resources

Big Brothers Big Sisters of Greater Pittsburgh provides one-to-one mentoring programs and related services to help local youth discover their potential and grow to become responsible adults. Since 1965, Big Brothers Big Sisters of Greater Pittsburgh has matched more than 9,300 boys and girls with responsible, caring adult mentors. Visit www.bbbspgh.org

The Boys & Girls Clubs of Western Pennsylvania provide leadership development, education, career development, fitness and life skills to youth age 5-18. The Boys & Girls Clubs of Western Pennsylvania consist of 8 club facilities, a charter high school, a teen-oriented “Outlet Connection” retail venture and a Campfire USA club program. Visit www.bgcwpa.org

Mentoring Partnership of Southwestern Pennsylvania (MPSP) expands community capacity to support quality mentoring relationships for youth. MPSP helps start mentoring programs, provides technical assistance to ongoing programs, recruits and trains mentor volunteers and convenes mentoring staff and volunteers monthly to share resources and explore best practices. Visit www.mentoringpittsburgh.org

The Wesley Institute provides services for children that are experiencing behavioral health and/or emotional problems and their families. Programs include licensed schools that provide specialized education and counseling services, partial hospitalization programs and residential services. Visit www.wesleyinstitute.org

Boys Hope Girls Hope of Pittsburgh provides at-risk children with a stable home, positive parenting, high quality education and support services. Children live in neighborhood homes with qualified live-in counselors who provide support, guidance and discipline. Visit www.boyshopegirlshope.org/locations/pittsburgh

Pressley Ridge provides social services, special education and mental health services to over 1,500 troubled children and their families across six states. In addition to residential homes, educational and family services, Pressley provides training curriculum and packages that are used to train Pressley staff, foster care parents as well as children's services professionals around the world. Visit www.pressleyridge.org

The Girl Scout Western Pennsylvania Regional Alliance is a four-council initiative that seeks to inspire girls with the highest ideals of character, conduct, patriotism and service. Activities include camping, outdoor activities, product sales, horseback riding, fitness, communications, business and the performing arts. Visit www.girlscouts-wpa.org

The Greater Pittsburgh Boy Scouts Council trains young people in citizenship, service and leadership. The Council maintains a membership of over 47,000 young people and approximately 10,000 adult volunteer leaders. Visit www.gpc-bsa.org

America Reads Challenge is a national, grassroots effort aimed at ensuring that all children learn to read well and independently by the end of third grade. College and university students participate through federal work-study programs and may earn money to help pay tuition. Visit www.amreads.pitt.edu

YouthPlaces works to ensure that underserved, high risk youth ages 12-18 engage in quality after-school programs within their neighborhoods. YouthPlaces activities include recreation, cultural awareness, mentoring, career readiness and academic enrichment and are offered in over 20 sites. Visit www.youthplaces.org

Outreach Teen and Family Services provides counseling to teens, a KARE education program to address drug and alcohol issues, a M.A.S.T. Program that seeks alternative sentencing for delinquent teens as well as parent training and community seminars. Visit www.outreachteen.org

Note: The Youth Standards Project and Allegheny County's Promise - The Alliance for Youth are highlighted in the management spotlight on page 47.

Public Health



Public Health is “the science and art of preventing disease, prolonging life and promoting health and efficiency through organized community effort.” Education, prevention and care are core principles of health and wellness.

In Allegheny County, air and water quality are improving, mortality due to heart disease, cancer and HIV have decreased significantly, and the percentage of adult chronic drinkers in Allegheny County is the lowest in the State. However, infant mortality in the region is higher than the average for the State and dramatic health disparities exist among African-American and white residents. In addition, an estimated 125,000 Allegheny County residents, 12.5% of the population, did not have health insurance in 2002 including 15% of residents that earn between \$20,000-\$30,000 per year.

Sources: Institute of Medicine; SWPA Regional Indicators Report 2002; Behavioral Risk Factors of Pennsylvania Adults; Pennsylvania Department of Health; Allegheny County Health Department; Pittsburgh Post-Gazette; Health Status Indicators 2003; Photo: Copyright, Pittsburgh Post-Gazette, 2003. All rights reserved.

regional assets

- + There are over 370 healthcare related organizations within 25 miles of Pittsburgh, including 240 health care facilities. Local infrastructure includes care, research, mental health and substance abuse facilities.
- + Healthcare is the largest economic sector in SWPA, employing one in eight workers and conducting over \$7.2 billion per year.
- + Major hospitals and healthcare centers account for over 57,000 employees in SWPA.
- + Allegheny County ranks better than state averages on 28 of 50 health indicators, worse on 19 of 50 and the same on 3 of 50.
- + UPMC Health System was ranked the 12th leading hospital in the nation. Health America of Pennsylvania-Pittsburgh was ranked as the 18th leading managed care plan in the nation.

Sources: Guidestar Nonprofit Database, 2004; Pittsburgh Regional Health Initiative, 2004; Jewish Healthcare Foundation, 2004; Healthy People 2010 from Pennsylvania Department of Health, 2004

regional statistics

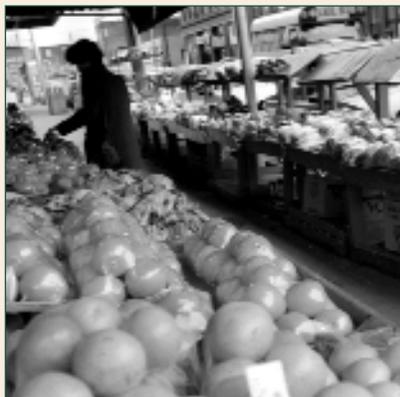
Significant disparities exist between the health conditions of African-American and White residents of Allegheny County

- + African-American males are 1.3 times more likely to die of heart disease at an earlier age than white males.
- + Black males are 1.5 times more likely to die of cancer (2.3 times more likely for prostate cancer) than white males.
- + The African-American death rate from diabetes is 2.2 times higher than the rate among white residents.
- + The African-American death rate from AIDS is 7 times higher than the rate among white residents.
- + Black males have a 78% higher rate of contracting sexually transmitted diseases than white males.
- + African-American women mortality rates are higher in all categories than white women.
- + African-American women are 1.7 times more likely to die of breast cancer than white women.
- + Infant mortality rate in Allegheny County is 3.6 times higher for African-American babies than for white babies.

Source: Urban League of Pittsburgh “Black Papers on African American Health in Allegheny County”, 2002

Management Spotlight

Collaboration: Pittsburgh Regional Healthcare Initiative



Pittsburgh Regional Healthcare Initiative (PRHI) is a coalition of regional leaders committed to perfecting healthcare delivery for every person in Southwestern Pennsylvania. Coalition partners include hundreds of clinicians, 42 hospitals, four major insurers, dozens of major and small-business health-care purchasers, corporate and civic leaders and elected officials.

PRHI is working to "perfect patient care" across Southwestern Pennsylvania through a collaborative learning model referred to as the Pittsburgh Perfecting Patient Care System™. The process includes advisory committees and working groups that link care processes to patient outcomes, real-time safety reporting

and root-cause investigation, as well as hospital Perfecting Patient Care learning teams that help identify and solve problems during the course of everyday work. Visit www.prhi.org

Photo: Copyright, Pittsburgh Post-Gazette, 2003. All rights reserved.

Governance: Primary Care Health Services, Inc.

Primary Care Health Services (PCHS), one of 13 member agencies of the Coordinated Care Network, makes up one of the largest networks of community-based, federally funded health clinics in the Pittsburgh area, providing primary and preventive healthcare services for people living in medically underserved communities and indigent populations of Allegheny County. Board members and executives at PCHS maintain a "working partnership." PCHS recruits board members with healthcare or other management expertise and a commitment to PCHS. Executives meet with board members one-on-one to share information on the organization, learn about their motivations for serving on the board and draw on the skills they possess.

Sources: Primary Care Health Services, Inc., Pittsburgh Post Gazette

Performance Measurement Considerations: Public Health

Public health organizations may seek to influence infant mortality by race, gender and class; percentage of residents and children without health insurance; attitudes toward, and levels of, smoking, drunk driving, youth violence, domestic violence, obesity; and availability and quality of public health facilities and infrastructure. The region as a whole might evaluate its performance in terms of per capita infant mortality by race, gender and class, percentage of children without health insurance compared to national averages and the elimination of racial and ethnic health disparities.

An example of possible public health outcomes and targets:

Initial Outcomes (Changes in skills, knowledge or attitude)	Intermediate Outcomes (Behavior changes from new skills, etc.)	Longer-term Outcomes (Changes in the condition or status)
Increased teen knowledge of linkages between exercise, weight, health & self image. <u>Target:</u> % increased awareness through school-based outreach/awareness campaign	Increased teen participation in after-school exercise programs. <u>Target:</u> % increase in teens that formally engage in physical activity	Measurable increase in teen health and well-being. <u>Target:</u> Majority of students and teachers use pedometers to assess levels of physical activity

Action Guide

Practical Public Health Tips and Ideas

Advocate for Public Health: Attend The Lecture Series in Health Policy & Management to learn about health policy and discuss issues with educators and community leaders. Visit www.healthpolicyinstitute.pitt.edu

Offer Gym Memberships: Subsidize gym membership for employees to encourage healthy lifestyles.

Bike or Walk to Work: Encourage co-workers to bike or walk to work as an effective way to get daily exercise.

Healthy Snacks: Promote healthy eating habits and good oral health by providing low sugar snacks in the workplace.

Active for Life: Encourage co-workers to participate in The American Cancer Society ten-week fitness program Active for Life.

Walk and Run Calendar: Prominently post a calendar of organized runs and of walk events in your workplace.

Display Resources: Post crisis-relief phone numbers around the workplace.

Mental Health Coverage: Provide a healthcare plan that includes mental health coverage.

Volunteer: Encourage volunteerism at crisis support organizations.

Additional Organizations/Resources

Coordinated Care Network is a faith-based collaborative that provides non-fragmented, whole-person preventive care across medical, social and behavioral health disciplines for at-risk and uninsured populations in urban Pittsburgh. Partner organizations include 13 member agencies that operate 79 sites, 10 local foundations, 2 national foundations and 2 health maintenance organizations. Services include primary medical care, mental health and substance abuse treatment, maternal and child health care, dental services, HIV/AIDS services, nutrition, housing, transportation, legal aid, health education, parent training, crisis intervention and child care services. Coordinated Care Network has developed a model to finance and deliver healthcare to the uninsured by selling preventive case management and disease prevention/management services to health maintenance organizations on a fee/gain sharing basis. Visit www.coordinatedcarenetwork.org

The University of Pittsburgh Center for Minority Health (CMH) seeks to eliminate racial and ethnic disparities in health by 2010. The Center works to implement *The African American Health Promotion Campaign: Countdown to 2010* and has targeted the seven national health disparity priority areas that represent preventable causes of premature illness and death among ethnic and racial minority populations. The priority areas to eliminate health disparities by the year 2010 include, but are not limited to 1) Cancer, 2) Infant mortality, 3) Cardiovascular disease, 4) Diabetes, 5) HIV/AIDS, 6) Immunization and 7) Mental Health. Visit www.cmh.pitt.edu/

Healthy Start focuses on the reduction of infant mortality and low birth weight babies in Southwestern PA and on improving the quality of life of infants, toddlers, youths, siblings, parents and grandparents. Visit <http://trfn.clpgh.org/hspgh>

The Mental Health Association of Allegheny County advocates for mental health and addiction recovery through education, collaboration and public policy reform in order to strengthen the community. The Association is a member of a network of 350 mental health association across the country. Visit www.mhaac.net

Additional Organizations/Resources

The University of Pittsburgh Medical Center (UPMC) is one of the largest nonprofit integrated health care systems in the United States and, with more than 35,000 employees, it is the largest employer in Western Pennsylvania. UPMC provides primary, specialty and cancer care, education and research for medical residents, rehabilitation services, in-home services, hospice care, retirement living and long-term care. Affiliated with the University of Pittsburgh Schools of the Health Sciences, UPMC Health System is well-known for its clinical and scientific contributions. Visit www.upmc.com

The Pittsburgh Mercy Health System is a network of facilities and programs located throughout the Pittsburgh region. Mercy community outreach programs include domestic violence and child abuse programs, initiatives that serve the homeless population and homebound residents, as well as Mercy's Healthy Communities Institute, which develops initiatives to meet specific objectives identified by individual communities. In addition, Mercy provides over \$20 million in medical care each year to those without the ability to pay for their health care needs. Visit www.mercylink.org

Allegheny General Hospital (AGH) is one of the nation's leading hospitals, with particular excellence in cancer care, cardiac care, orthopedics, neurosciences and trauma. AGH has been listed among America's Best Hospitals by U.S. News & World Report magazine and HCIA-Sachs, a healthcare industry research organization. Visit www.allhealth.edu

The American Red Cross, Southwestern Pennsylvania Chapter provides disaster relief and health and safety training to residents throughout the region. Disaster relief services include a Disaster Action Team of volunteers that set up disaster shelters, conduct damage assessments and meet the immediate needs of disaster victims. Health and safety training initiatives teach people to save lives through skills such as first aid, CPR and automated external defibrillator. Visit <http://swpa.redcross.org/>

Family Health Council, Inc. (FHC) partners with more than 20 other health care institutions to provide health care at more than 70 sites in 23 counties across western Pennsylvania. Health services include obstetrics and gynecology, breast and cervical cancer screening, STD testing and treatment, nutrition counseling, adoption services, teen pregnancy prevention, HIV prevention, sex education for teens, community education, parent education, professional training and research. Visit www.fhcinc.org

The Health Policy Institute (HPI) is focused on analytical and educational activities that improve the quality of public health policies, private sector healthcare governance and management decisions in the region. The Institute supports healthcare decision makers through analysis on policy issues and options, conducts a lecture series in Health Management & Policy and maintains a governance initiative for regional health care organizations. Visit www.healthpolicyinstitute.pitt.edu

The Community Health Challenge of Southwestern Pennsylvania is focused on lowering the high incidence of heart disease throughout Western Pennsylvania. Resources include Walking For Fitness programs, a Health Resources guide, cardiac risk checks/counseling and worksite wellness planning. Visit <http://trfn.clpgh.org/chc> or (724) 283-9955

Contact Pittsburgh maintains a crisis and suicide hotline with trained telephone volunteers that provide immediate, emotional support, 365 days a year, 24 hours a day, to help people in emotional distress or in need of reassurance. Visit www.contactpgh.org

The STAR-Center (Services for Teens at Risk) offers clinical and outreach services to parents, families, and professionals beset by adolescent suicide and depression. STAR-Center's nationally recognized Survivors of Suicide (SOS) program supports adults and children who have lost a loved one to suicide. Visit www.wpic.pitt.edu/research/star

The Central Blood Bank (CBB) collects, tests and distributes more than 400,000 blood products a year to over 40 hospitals in Western Pennsylvania and northern West Virginia. CBB recruits donors, collects blood, manufactures it into components for hospitals and healthcare customers and works to establish and provide new blood therapies. Visit www.centralbloodbank.org

Note: The Pittsburgh Regional Healthcare Initiative and Primary Care Health Services, Inc. are highlighted in the management spotlight on page 51.

Educational Equity



There are more than 212,000 Allegheny County students enrolled in K-12 schools, including approximately 128,000 students in the 43 Allegheny County public school districts. The Southwestern Pennsylvania region has over 120 post-secondary institutions, including colleges, universities, technical and vocational schools. The Community College of Allegheny County is the nation's 16th largest multi-campus community college.

Allegheny County student SAT scores are comparable to the national average in 11 school districts, greater than the national average in 8 districts and lower than the national average in 24 districts. Forty-three percent of African-American students in Allegheny County leave high school before graduation compared to 17% of white students. Nearly 38% of 4th graders in Allegheny County are not reading at grade level; and, in Pittsburgh public schools, over 50% of students do not achieve proficiency in reading and math. Thirty-four percent of low-income students in Pittsburgh Public schools can read at grade level and only 29% are proficient in math.

Sources: SWPA Regional Indicators Report 2002; Allegheny Institute for Public Policy, 2003; PA Department of Education; Mayor's Commission on Public Education; Pittsburgh Public Schools; Photo: Copyright, Pittsburgh Regional Alliance, 2003; Education Policy and Issues Center, 2002

regional assets

- + Eighty-six percent of Allegheny County residents over age 25 are high school graduates, compared to 80% nationally. Twenty-eight percent of Allegheny County residents over age 25 have a bachelor's degree, compared to 24% nationally.
- + The Allegheny Intermediate Unit offers 130 programs to 8800 educators, 128,000 Allegheny County students and their families.
- + There are over 120 education-related community organizations within 25 miles of Pittsburgh.
- + Nearly 750 licensed early care and education centers in Southwestern Pennsylvania have capacity for 51,000 children.
- + There are over 135 public school districts and more than 415 private and parochial schools in Southwestern Pennsylvania.
- + The Community College of Allegheny County (CCAC) has annual enrollment of 90,000 students and is the largest provider of educational services in western Pennsylvania.

Sources: US Census 2000; Guidestar Nonprofit Database, 2004; Allegheny Intermediate Unit, 2004; EPI-Center, 2004; CCAC website, 2004

regional statistics

Pittsburgh Public School Student Performance

Math Proficiency at Grade Level:

- + 39% average proficiency among all students.
- + 29% among economically disadvantaged students.
- + 25% among African-American students.
- + Math proficiency rates also vary dramatically by school.

Reading Proficiency at Grade Level:

- + 46% average proficiency among all students.
- + 34% among economically disadvantaged students.
- + 31% among African-American students.
- + Reading proficiency rates also vary dramatically by school.

Source: Mayor's Commission on Public Education, 2003

Southwestern PA Public School Student Performance

Math Proficiency in Grades 5, 8 and 11:

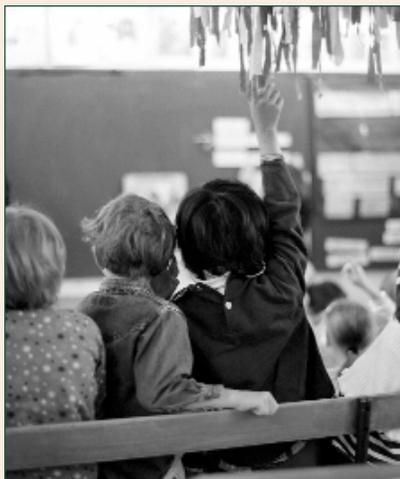
- + 54% average proficiency among all students.
- + 33% among economically disadvantaged students.
- + 18% among African-American students.

Reading Proficiency in Grades 5, 8 and 11:

- + 62% average proficiency among all students.
- + 40% among economically disadvantaged students.
- + 27% among African-American students.

Source: The Education Policy and Issues Center "State of Education Report", 2002

Management Spotlight



Strategic Management: The Greater Pittsburgh Literacy Council

The mission of The Greater Pittsburgh Literacy Council (GPLC) is “to ensure that adults and families acquire reading, writing, math, English language skills and computer skills so that they may reach their fullest potential in life and participate productively in their community.” More than 3000 students are enrolled in GPLC programs, which are located in over 100 classrooms donated through collaboration with libraries, college campuses and churches throughout Allegheny County.

The Greater Pittsburgh Literacy Council relies upon approximately 35 staff members and 500 volunteer tutors to deliver high quality programs. The organization requires each staff member to complete at least 35 hours of staff development time per year, though employees generally average 65 hours. Volunteer tutors complete

12 hours of pre-service training and are encouraged to participate in “tutor talks” with other volunteers to share experiences and promote best practices. GPLC offers employees opportunities for advancement and competitive compensation, even though administrative costs comprise less than 5% of the budget. Visit www.gplc.org

Source: The Greater Pittsburgh Literacy Council; The Forbes Funds, Alfred W. Wishart Award for Excellence in Nonprofit Management

Collaboration: The Education Policy and Leadership Center

The Education Policy and Leadership Center (EPLC) focuses on education policy, leadership and advocacy to promote state-level education policies that improve student learning in grades K-12, increase the effective operation of schools and enhance educational opportunities for citizens of all ages. The Center is a collaborative initiative supported by six regional foundations as well as contributions from stakeholder associations, including state college and university faculties, school principals, school administrators, teachers and business leaders. Policy projects include a K-12 governance study, standards project forums, school finance project, teacher quality and supply project and more. Visit www.eplc.org

Performance Measurement Considerations: Educational Equity

Organizations involved in educational equity may seek to influence policy and equity of resource distribution for public school finance; quality and availability of early education programs; literacy and academic performance by race, class and gender; supplemental education and after-school programs for high-risk children; or public school curriculum review and reform. The region as a whole might evaluate its performance in terms such as student/teacher ratios; high school completion rates; percentage of youth engaging in post-secondary education; or math and reading proficiency levels by race, gender and class compared to other regions.

An example of possible educational equity outcomes and targets:

Initial Outcomes (Changes in skills, knowledge or attitude)	Intermediate Outcomes (Behavior changes from new skills, etc.)	Longer-term Outcomes (Changes in the condition or status)
Increased policymaker awareness of social injustice/inequity in public school education. <u>Target:</u> % with increased awareness of socio-economic differences in math and reading proficiency among public school students	Policymakers increase funding for educational equity initiatives. <u>Target:</u> # additional teachers hired for supplemental education programs for under-performing students	Increase in educational equity across all socio-economic segments. <u>Target:</u> % increase in math and reading proficiency levels among under-performing students

Action Guide

Practical Educational Equity Tips and Ideas

Advocate for Educational Equity: Attend The Education Policy Forum Breakfast Series to learn about education policy and discuss issues with state policymakers, educators and other community leaders. Visit www.eplc.org

School Board Involvement: Become active in local education. Join and/or participate in school board meetings.

Initiate Grassroots Community Action to Support an Under Funded School: Take a tour and engage in dialogue with school leaders regarding possible areas of focus for community-based activism.

Taxes and Education: Learn how local tax dollars are spent on education. Consider holding a roundtable lunch discussion at the workplace on public education finance and educational equity. Visit www.goodschoolspa.org

Support an After-School Program: Promote after-school volunteer programs at your workplace to help fill youth freetime.

Provide Job Shadow Opportunities: Establish a job shadowing program at your workplace to enable youth to explore the workplace environment on a day to day basis.

Adopt-a-School: Explore an intensive, multi-faceted program of using corporate capabilities to facilitate learning processes in a specific public school.

Additional Organizations/Resources

The Education Policy and Issues Center (EPI-Center) is working to ensure that all children in Southwestern Pennsylvania are proficient in reading, writing and mathematics. EPI-Center research and programs focus on school readiness, accreditation, educational standards, professional development, school leadership and advocacy. Visit www.epi-center.org

The Carnegie Library of Pittsburgh serves the information needs of people living in Western Pennsylvania through a main library and 18 neighborhood locations. The Library is an important community anchor that provides universal access to literature, culture, art, music, history, business and technology. Visit www.clpgh.org

The Mayor's Commission on Public Education released a report regarding student outcomes in Pittsburgh public schools, operational characteristics of high-performing districts and academic operations of public schools. The report identified pressing socio-economic disparities in reading, writing and math proficiency among all Pittsburgh public school students. Visit www.educationcommission.org

The Mon Valley Education Consortium is working in 25 school districts in Southwestern Pennsylvania on school improvement, student achievement, public engagement and leadership/governance. Initiatives include school reform, a mini-grant program for educators, a school/business partnership program and a college/career expectations program. Visit www.mvec.org

Good Schools Pennsylvania (GSP) is working with a grassroots coalition of education, religious and civic associations to mobilize parents, students and concerned citizens for comprehensive public education reform. Since formation in 2001, over 14,000 citizens have written letters, visited legislators, or participated in rallies and vigils in support of comprehensive school reform. Goals include the adequate and equitable funding of public schools as well as universally available methods to improve school outcomes. Visit www.goodschoolspa.org

Additional Organizations/Resources

ASSET (Allegheny Schools Education and Technology) Inc. is a nonprofit education reform initiative that works to continuously improve the competencies of teachers, with initial focus on science education. The ASSET model of curriculum, professional development and materials support is recognized as a national and state education reform leader. Nearly 40 districts, 180 schools, 3,000 teachers and 63,000 students in Southwestern Pennsylvania participate in the program.

Visit www.assetinc.org

Beginning with Books Center for Early Literacy provides information, materials, skill development and encouragement that enable parents and adults to promote literacy development of children in their care. The Gift Book program distributes new books and tips on home storybook reading to low-income families with young children and the Read Together Program matches children with trained adult volunteers who read to them each week at local library sites. Visit www.beginningwithbooks.org

Reading is Fundamental delivers free books and literacy resources to children and families at risk of educational failure. Programs include The National Book Program, which has distributed over 250 million books to children nationwide; Shared Beginnings and Family of Readers, which help educate parents about the importance of literacy in their homes; as well as events and contests that motivate children to make reading a central part of their lives. Visit www.rif.org

Pittsburgh Family Literacy Partnership (PFLP) works with parents to develop reading and writing skills, support their children's literacy development and learn English as a second language. Visit www.pghfamilyliteracy.org

The Allegheny Intermediate Unit is an educational service agency supporting schools, families, and communities through more than 100 programs in the areas of community education, educational services and support, administrative services and finance. Visit www.aiu3.net

Communities In Schools of Pittsburgh-Allegheny County (CIS) links community resources and services to schools, children and families by placing a CIS Coordinator in participating schools to broker and manage the delivery of services. The Pittsburgh-Allegheny County chapter is one of 179 CIS programs across the county. Visit www.cispac.org/pittsburgh.html

Pennsylvania Association for Adult Continuing Education (PAACE) is a statewide professional organization that promotes adult and continuing education through public relations, leadership/professional development and advocacy. The more than 1000 association members include professionals and volunteers from all aspects of adult continuing education.

Visit www.paacesite.org

The Community College of Allegheny County (CCAC) has more than 170 academic programs in business, health, social services, applied arts technologies, applied service and trade technologies and engineering. Ninety-four percent of career program graduates work for local employers. CCAC provides customized contract training for more than 50 regional employers and trains more than 18,000 employees annually. Visit www.ccac.edu

Pennsylvania Partnerships for Children (PPC) advocates to improve the health, early education and well-being of children in Pennsylvania. PPC concentrates on five areas: preschool, stable and supportive families, health coverage, after-school programs and basic education. Visit www.ppartnerships.org

The Heartwood Institute promotes the understanding and practice of ethical values among all people, with an emphasis on children and families. Heartwood offers Pre-K and elementary school ethics kits that help children understand seven universal attributes: Courage, Loyalty, Justice, Respect, Hope, Honesty and Love. Visit www.heartwoodethics.org

Note: The Greater Pittsburgh Literacy Council and The Education Policy and Leadership Center are highlighted in the management spotlight on page 55.

Arts and Culture



Arts and culture comprise a core component of Allegheny County's economic and civic vitality. The sector is a 400 million dollar industry in Pittsburgh. Tax revenue on real estate and arts performances grew from \$8 to \$19 million after development of the cultural district. "Cultural Tourism" describes travel and visitation activities directed at arts, heritage, recreational and natural resources. Research indicates that regional cultural assets attract visitors and impact the time and money they spend while traveling.

Youth participation in cultural programs contributes to improved academic achievement, builds creative and thinking skills, enhances decision making and problem solving, reduces truancy and drop-out rates and builds self-esteem. Pittsburgh Public School students with 3+ years of music courses had greater achievement than students without music education, a 5.3% higher graduation rate, a .56 higher GPA, as well as higher standardized test scores.

Sources: Arts Education Partnership "Critical Links", 2002; Pittsburgh Symphony Bridges, 2004 from 1998 Pittsburgh Public Schools Statistical Report; Photo: Copyright, Pittsburgh Post-Gazette, 2003. All rights reserved.

regional assets

- + Pittsburgh has more cultural arts institutions per capita than any other city in the country.
- + There are over 300 arts and cultural organizations within 25 miles of downtown Pittsburgh.
- + The 80+ members of the Greater Pittsburgh Arts Alliance have combined annual budgets of \$156 million and contribute \$40 million in taxes each year.
- + Manchester Craftsmen's Guild was named one of the Top 100 nonprofits in the country by Worth Magazine. President & CEO William Strickland, Jr. is a member of the President's Committee on the Arts and Humanities.
- + Pennsylvania ranks third in the nation for cultural and heritage traveler destinations, behind California and New York.

Sources: The Historic/Cultural Traveler 2001; Travel Industry of America, 2001; ProArts Pittsburgh, 2004; The Greater Pittsburgh Arts Alliance, 2004; Manchester Craftsmen's Guild, 2004; Guidestar Nonprofit Database, 2004

regional statistics

State	2003 Per Capita State Arts Funding	Rank Among States
New Jersey	\$2.19	#8
West Virginia	\$1.51	#12
Pennsylvania	\$1.14	#18
California	\$.062	#34

Source: The Greater Pittsburgh Arts Alliance, 2003

Young people who participate in the arts for at least 3 hours on 3 days each week for at least 1 full year are:

- + 4 times more likely to be recognized for academic achievement.
- + 4 times more likely to participate in a math and science fair.
- + 3 times more likely to win an award for school attendance.
- + 4 times more likely to win an award for writing an essay or poem.

Source: The Greater Pittsburgh Arts Alliance, 2003

Management Spotlight

Strategic Management: Manchester Craftsmen's Guild (MCG)



The Manchester Craftsmen's Guild is a multi-discipline, minority-directed, center for arts and learning that employs the visual and performing arts to foster a sense of accomplishment and hope in the urban community. MCG programs educate and inspire urban youth, foster intercultural understanding and appreciation and train leaders to demonstrate entrepreneurial potential. Nationally recognized as a model for urban community development, programs include:

- + *MCG Youth*: training in ceramics, digital arts, photography, drawing, design and more. In partnership with Pittsburgh Public Schools, free programs are provided one day/week
- + *MCG Jazz*: performances at a 350 seat music hall and recordings on the MCG Jazz label
- + *MCG Visual Arts*: exhibitions, lectures, workshops and residencies for visiting artists
- + *The Denali Initiative*: a fellowship program for non-profit executives planning social entrepreneurship ventures in their home communities

Visit <http://www.manchestercraftsmen.org> Photo: Copyright, Pittsburgh Post-Gazette, 2003. All rights reserved.

Program Focus and Collaboration: The Multicultural Arts Initiative (MCAI)

The Multicultural Arts Initiative is a funding and advocacy organization that supports, strengthens and celebrates culturally diverse arts programming, with an emphasis on African-American programs and organizations. Goals include increasing the quality and quantity of culturally diverse programming, strengthening African-American art organizations and increasing awareness and visibility of culturally diverse arts in the region. Jointly funded by The Heinz Endowments and The Pittsburgh Foundation, MCAI has awarded over \$4 million dollars, with approximately 76% awarded to African-American arts organizations. Visit www.mcai-pittsburgh.com

Performance Measurement Considerations: Arts and Culture

Organizations involved in arts and culture may seek to influence net job creation by the creative sector; availability and quality of public school arts programs; public cultural offerings and outreach initiatives; suitable facilities and space for artistic expression, exhibition and performance; or resident awareness of the arts as an asset for civic engagement, social and economic development. The region as a whole might evaluate its performance in terms of arts activity and organizations per capita and/or proportion of employment in "creative" industries relative to other regions.

An example of possible arts and culture outcomes and targets:

Initial Outcomes (Changes in skills, knowledge or attitude)	Intermediate Outcomes (Behavior changes from new skills, etc.)	Longer-term Outcomes (Changes in the condition or status)
An arts organization funds local artists to create new work targeted at diverse audiences. <u>Target:</u> Increase in creative activity in the region and increase in participation in the arts from diverse audiences	An arts organization uses a work created by a local artist to stimulate dialogue on a key community issue. <u>Target:</u> Attendance increases and regional population becomes more knowledgeable and engaged with a critical civic issue	Cultural organizations provide opportunities for creative activity and civic dialogue on a regular basis. <u>Target:</u> Increased participation in the arts; increased civic discourse on important issues

Action Guide

Practical Arts and Culture Tips and Ideas

Advocate for Arts and Culture: Become a member of The Greater Pittsburgh Arts Alliance. Sign up to receive biweekly email news that contains facts about issues and the economic, social and cultural impact of the arts. Visit www.artspittsburgh.org

Volunteer at a Local Theatre: Explore opportunities such as ushering for a show or providing management capacity.

Get the Word Out: Distribute arts calendars at the workplace and be vocal about local cultural offerings.

Artistic Gifts: Give friends and family arts-focused gift certificates on special occasions.

Demonstrate Careers in Art: Reach out to a local workforce development program and demonstrate artistic and creative sector career opportunities to youth.

Art at the Workplace: Encourage co-workers to dialogue about arts issues. Plan a roundtable discussion.

Organize Exhibits: Utilize open office spaces to promote local arts.

Sponsor Public Art: Provide support for works of art and performances in public spaces such as malls, transportation centers and open spaces in the city.

Additional Organizations/Resources

The Penn Avenue Arts Initiative, a collaboration of Bloomfield-Garfield Corporation and Friendship Development Associates, “encourages artists to buy or lease buildings on a 10-block stretch of Penn Avenue, renovate them and use them for studios, storefronts or lofts.” The Initiative maintains a monthly schedule of events and activities, and helps artists find bank loans and city development funds to support their work. Visit www.pennavenuearts.org/

ProArts is an arts service organization that strengthens the greater Pittsburgh arts community through a range of programs that serve arts organizations and independent artists. Programs include management assessment, consulting and support services, grant opportunities, Business Volunteers for the Arts®, Volunteer Lawyers for the Arts, ticket services and more. Visit www.proarts-pittsburgh.org

The Sprout Fund supports the innovative ideas of young people through modest grants for community projects. Sprout supports and engages young adults in the process of thinking through critical issues and how to implement innovative solutions that improve the perceptions young people have of the Pittsburgh region. By seeding many small projects, Sprout showcases the collective power of young adults to shape a new cultural vision for the region. Visit www.sproutfund.org

The Mattress Factory is a museum of contemporary art that presents “room-sized” art environments. In addition to exhibitions, The Factory maintains an educational arts program, museum shop and membership program. Visit www.mattress.org

Silver Eye Center for Photography works to advance the practice, appreciation and understanding of photography as an art form and as a powerful form of visual communication. Exhibitions are enriched with lectures, panel discussions, workshops, portfolio reviews and interactive gallery tours. Visit www.silvereye.org

The Three Rivers Arts Festival is a 45-year-old festival that combines contemporary visual arts with live music, theater and dance performances. Visit www.artsfestival.net

The Society for Contemporary Craft presents exhibitions and educational programs that showcase the work of artists working in clay, fiber, glass, metal, wood and found materials. Many exhibitions focus on multi-cultural and non-mainstream art. Visit www.contemporarycraft.org

Additional Organizations/Resources

The Greater Pittsburgh Arts Alliance is an advocacy organization that provides a collective voice to the economic, social and cultural impact of the arts in southwestern Pennsylvania. The alliance informs the region about arts issues, events and legislation through a bi-weekly electronic newsbrief. Members include artists, patrons, civic leaders, arts organizations, corporations and foundations that believe arts and culture are an essential part of community vitality. Visit www.artspittsburgh.org

Artists and Cities Inc. is a non-profit real estate development and resource organization that develops living and working space for artists and arts organizations by reclaiming historic buildings in city neighborhoods and offering consulting services to individuals and groups interested in owning and developing their own spaces. Visit www.artistsandcities.org

The Westmoreland Museum of American Art offers a collection of paintings, pottery, glass and furniture that represents the artistic heritage of the United States and the southwestern Pennsylvania region. The museum is working with the Pittsburgh Accelerator to increase the earned-income potential of the museum shop through general merchandise, a coffee bar and merchandise partnerships that further leverage some of the museum's artistic assets. Visit www.wmuseumaa.org

The Pittsburgh High School for the Creative and Performing Arts is a 25-year old public high school within the Pittsburgh Public School System that is focused on performing arts excellence. CAPA moved to a new state-of-the-art facility in 2003. Enrollment is open and is expected to rise from 425 to 700 over the next few years. Visit <http://capahs.pghboe.net>

Quantum Theatre is a company of progressive, professional artists that produce intimate and sophisticated theatrical experiences in uncommon settings, and explore themes of truth, beauty and human relationships in unexpected ways. Quantum works without a permanent space, preferring to select non-traditional places for each work. Visit www.quantumtheatre.com

The Kuntu Repertory Theatre examines Black life “from a sociopolitical-historical perspective and utilizes the salient features of theatre to educate, entertain and move performers and audiences to social action.” Programs include mainstage and touring productions, as well as workshops and master classes. Visit www.kuntu.org

The Carnegie Museums of Pittsburgh include four distinctive museums - The Carnegie Museum of Art, Carnegie Museum of Natural History, Carnegie Science Center and The Andy Warhol Museum - that serve more than 1.6 million people each year. Visit www.carnegiemuseums.org

The Afro-American Music Institute helps emerging young musicians develop their improvisational abilities, ear training and proficiency in jazz, gospel and blues. Call (412) 241-6775

The Children's Museum of Pittsburgh is as an educational resource for families, schools and local communities throughout the region. Hundreds of groups visit the Museum every year and it uses hands-on exhibits, artifacts, performances, storytelling and art activities to help children learn. Visit www.pittsburghkids.org

The African-American Cultural Center of Greater Pittsburgh will own and operate a 93,000 square foot facility in Downtown Pittsburgh, and is tentatively scheduled for completion in 2005.

The Pittsburgh Cultural Trust stimulates the economic and cultural development of Pittsburgh through the development and promotion of a downtown arts and entertainment district. The Trust encourages and presents diverse performing and visual arts programs in the Cultural District. Visit www.pgharts.org. Examples of arts organizations in the district include:

Pittsburgh Ballet Theatre - www.pbt.org

Pittsburgh Musical Theater - www.pittsburghmusicals.com

Pittsburgh Opera - www.pghopera.org

Pittsburgh Public Theater - www.ppt.org

Pittsburgh Symphony - www.pittsburghsymphony.org

Note: The Multicultural Arts Initiative and The Manchester Craftsmen's Guild are highlighted in the management spotlight on page 59

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Additional Reading

Local Nonprofit Management Resources

Nonprofit agencies operating in the Pittsburgh region have available a wealth of organizations that provide management assistance, education, and training. Go online to www.forbesfunds.org to learn about these and other resources.

The Bayer Center for Nonprofit Management at Robert Morris University

Boards-by-Design

Community College of Allegheny County's Institute of Volunteerism

Community Design Center of Pittsburgh

Community Quality Institute

Community Technical Assistance Center

Coro Center for Civic Leadership

Executive Service Corps of Western Pennsylvania

The Foundation Center at the Carnegie Library of Pittsburgh

Graduate School of Public and International Affairs at the University of Pittsburgh – Nonprofit Clinic

Grantmakers of Western Pennsylvania

Health Policy Institute at the University of Pittsburgh

The Heinz School of Public Policy & Management at Carnegie Mellon University

The Institute of Politics at the University of Pittsburgh

Leadership Pittsburgh, Inc.

Multicultural Arts Initiative

Nonprofit Leadership Institute at Duquesne University

Office of Child Development, University Center for Social and Urban Research at the University of Pittsburgh

Pennsylvania Economy League

Pittsburgh Mediation Center

Pittsburgh Partnership for Neighborhood Development

Pittsburgh Social Enterprise Accelerator

Pittsburgh Social Venture Partners

Program to Aid Citizen Enterprise

ProArts

School of Social Work at the University of Pittsburgh

The Tides Center of Pittsburgh

Three Rivers Connect

United Way of Allegheny County



THE PITTSBURGH
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THE FORBES FUNDS

About the Nonprofit Sector

"...At its best, it is a sector in which we are allowed to pursue truth, even if we are going in the wrong direction; allowed to experiment, even if we are bound to fail; to map unknown territory, even if we get lost. It is a sector in which we are committed to alleviate misery and redress grievances, to give reign to the mind's curiosity and soul's longing, to seek beauty and defend truth where we must, to honor the worthy and smite the rascals with everyone free to define worthiness and rascality, to find cures and to console the incurable, to deal with the ancient impulse to hate and fear the tribe in the next valley, to prepare for tomorrow's crisis and preserve yesterday's wisdom, and to pursue the questions others won't pursue because they are too busy or too lazy or too fearful or too jaded. It is a sector for seed planting and path finding, for lost causes and causes that yet may win..."

John Gardner, 1998



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