



Outline of PCSI 2018 Work Plan

In 2018, PCSI will be continuing to evolve and implement strategies that address the broad objectives for each program area enumerated below. Each strategy's goals and objectives relate to the needs identified in the 2016 Needs Assessment and Strategic Plan. The Strategic Plan Strategy (or strategies) to which each program objective is primarily connected is listed in parentheses. Specific actions already underway or planned to be undertaken in each program, are then listed.

2018 Strategic Plan Strategies (SP)

1. Increase Comprehensive Case Management Services
2. Create Structured Advocacy Policies and Practices
3. Build, Expand and Maintain Strategic Partnerships
4. Increase Funding Opportunities
5. Develop Agency Capacity
6. Expand Service Sites and Develop Innovative Projects

Case Management

1. Establish stronger links between services. *(SP Strategies 1 and 5)*

In 2017, PCSI served (82) individuals, 27 (one-third) accessed more than one of PCSI's programs. This continues to represent a significant opportunity for PCSI. The recent 2016 Needs Assessment confirmed a demonstrated fact, many issues of and risk factors for poverty continue to be connected. People and families who face one challenge (e.g., unstable housing, homelessness) are more likely to face others (e.g., food insecurity, un-employment, under-employment). To better achieve our anti-poverty objectives, PCSI seeks to connect more customers to multiple programs and services through our Case Management Assessment process, both internally and externally to our growing list of Partnering resources.

PCSI continues to focus on strengthening its Case Management capacity, in 2018. All CM staff have either successfully completed or are in the process of completing a rigorous SFW Case Management certification course offered by Allegheny County DHS. Six (6) Staff have progressed to participation in a Leadership development certification course, as the next level of training after completing the foundational courses.

2. Build on existing relationships and establish new partnerships with other organizations.

(SP Strategy 3)

In addition to intra-agency connections, PCSI continues to improve its external partnerships. As the 2016 Needs Assessment discusses, poverty in Pittsburgh is spread out—both geographically and

culturally. PCSI has connected with partners who have access to different low-income and disadvantaged populations, to address poverty across the city. *In 2017, PCSI established strategic partnerships and/or collaborations, with (92) solidified through signed MOU's.*

PCSI continues to expand its strategic partnerships and collaborations by 30%, in 2018.

3. Maintain and expand focus on “Intensive Case Management” for clients with diverse needs. (SP strategy 1)

To better bridge the many gaps created by poverty in Pittsburgh, PCSI must focus on supplying more robust support - “**Intensive Case Management**”—to specific populations that have been shown, through the Needs Assessment or other studies, to be at risk for poverty, such as families with young children. Intensive Case Management signifies a level of direct Customer engagement that is dedicated to a specific population and is, typically, contracted service.

Specific actions include:

- *PCSI administered a Summer Feeding program at the Urban Charter Academy in the Larimer Neighborhood, servicing 125 children breakfast and lunch. This represented 100 families in need of meal assistance in the summer of 2017.*
- **The Urban Charter School has requested sponsorship support, in 2018, with the goal to increase contracted supportive services for (200) parents of the charter school. PCSI will assist the Urban Charter School with Summer feeding by providing oversight support to build the School's capacity to become an independent sponsor of its food serving program, in the summer of 2018.**
- **PCSI continues to provide contracted Case Management services at Homewood Children's Village in Homewood Neighborhood, servicing 300 families.**
- **(75) “unique” customers receiving intensive Case Management services in 2017. (125) “unique” customers will receive “Intensive” Case Management in 2018.**
- **PCSI's partnership with Adaptive Behavioral Services (ABS), will finalize the provision to provide Mental Health services referral and Drug & Alcohol counseling with CM support to (50) individuals, in 2018.**

Work Ready Program

1. Continued focus on varied, measurable outcomes for Work Ready Customers. In 2018, Work Ready will focus on moving customers into the EARN Program and Able-Bodied Adults into employment. (SP Strategy 5)

Employment is a major issue for many PCSI customers. Furthermore, lower education levels (a high school degree or less) make employment particularly challenging in Pittsburgh. This may seem counter-intuitive; “rustbelt” cities seem synonymous with decent-paying factory work that can be found with a high school diploma. But, today's Pittsburgh not only has a high rate of unemployment among high-school-educated citizens, it has the lowest rate of labor force participation in that demographic of any large city! (And 77% of PCSI's customers (age 24 and older do not have two to four-year degrees.) PCSI must therefore focus on customer-specific goals that go beyond the basic elements of the job search.

Hunger Trust Fund & Anti-Hunger Initiatives

1. Expand geographic scope of HTF network. (SP Strategies 3 and 6)

In 2017, the Hunger Trust Fund is the largest programmatic source of PCSI customers—accounting for one-third of all “first visits” to PCSI’s office. While remaining a vitally necessary service, the fund continues to experience a decline in funding levels. PCSI has had to re-visit and adjust the number of pantries it funds, in 2018. PCSI will link people in need to local pantries supported by the regional Food Bank, when necessary and expand direct support from our offices, as the need arises. PCSI continues to be “nimble” in responding to food insecurity in Pittsburgh, as well as, searching for alternative funding sources to offset diminishing public funding for hunger.

2. Establish Anti-Hunger Initiatives that combat the root causes of food insecurity. (SP Strategy 6)

In order to create long-lasting impact, PCSI and its partners must move beyond temporary assistance and establish programs that address the underlying causes of poor nutrition and food insecurity, thereby allowing our customers to make sustainable moves away from what is often a recurring challenge for low-income families. PCSI will focus on addressing the underlying health issues faced by food challenged populations by initiating targeted and creative activities.

Specific actions include:

- *In 2017, PCSI partnered with the University of Pittsburgh’s schools of Clinical Translational Sciences institute (CTSI) and Health & Rehabilitative Services, to participate in long-term coordinated efforts to genetically map potential health maladies and solutions for mitigation, while acting as a site for the training of student scientists, clinicians and medical specialists.*
- **In 2018, PCSI received a grant from CTSI to develop an innovative approach to attract customers participation in this long-term health study, in the Precision Medicine modality. The strategy is to focus outreach on historically, “absent from the realm of research”, populations that may operate with suspicion towards health systems, medical research projects and associated negatively perceived entities, that have long taken advantage of these underserved and low-income populations. PCSI will enroll 40 - 50 individuals in this project, in 2018.**
- **In 2018, PCSI will fund seven (7) pantry sites and do “spot” food deliveries to 4-5 areas around Pittsburgh.**
- **In 2018, PCSI will further support the Food Banks efforts by offering customers access to job training and employment placement opportunities around the region, per referrals from the Food Bank.**
- **In 2018, PCSI will continue to sponsor workshops on food security, healthy eating and urban food production, including a Pilot Food Growing Project for Seniors at a local food pantry distribution site. The project will involve Seniors learning, planting and maintaining an Aeroponics Grow Tower system that will provide vegetables, herbs and fruit, year-round.**
- **PCSI will guide the Urban Charter School with implementation of their 2018 Summer Feeding Program. PCSI seeks build capacity with the community-based school to administer its own food acquisition process for planned summer activities.**
- **In 2018, PCSI will administer a Summer Meals program for a local 24-hour Daycare Center that is experiencing accelerated growth and provides a viable community linkage for PCSI customer’s children in need of childcare. The Center serves 125 children, ages 0 – 14 and 110 families.**

Housing Supports Program

1. Establish innovative models to address affordable housing shortages. (SP Strategies 2 and 6)

As discussed in PCSI's 2016 Needs Assessment, Pittsburgh, as a city, continues to struggle to provide sufficient, affordable housing for its low-income populations, and the situation is likely to worsen considerably in the next decade. To tackle these challenges, PCSI will lead the way in establishing and advocating for new models of affordable housing development that do not rely on antiquated development paradigms. Housing issues are connected to poverty everywhere, but particularly so in Pittsburgh, a city that is ripe for innovative affordable housing solutions.

In 2018, PCSI has formed an Advisory Committee comprised of Board Members, CAA Partners, Community Business and Financial leaders and WIOA Training Advisors to assist PCSI in developing its strategy for Housing and Community Development.

Phase I - Development of a "Proof of Concept" plan. Secure budget funding. (Completed by 6/2018)

Phase II – Implementation of "Proof of Concept" plan. 7/2018.

Phase III – TBD in 2019

2. Address a greater variety of housing-related needs. (SP Strategy 1 and 5)

Pittsburghers who struggle to afford housing, also struggle with far more than the cost of rent. Establishing programs that go beyond the more obvious costs related to housing affordability—alongside existing programs that support such costs, e.g., LIHEAP—will help PCSI customers overcome the most foundational of poverty risk factors: unaffordable housing. This will require a deeper connection between Case Management services and Housing services.

Specific actions include:

- **PCSI will implement the start of a Furniture Bank in the West End section of the City that will serve as a primary support hub for the regional service network.**
- **In 2018, PCSI will be actively engaged with the Pittsburgh Affordable Housing Task Force and other action groups in the city.**
- **At the end of 2017, PCSI developed an outline of its community development strategy and has formed an Advisory Committee to oversee the Planning/Creation of a "proof of concept". PCSI has won the ownership rights of an Owner-Occupied Real Estate Training curriculum that will be an integral part of the overall, community development strategy. PCSI's strategy will provide the opportunity for low, middle income individuals to build capacity, own housing and build wealth through homeownership. PCSI Housing Advisory Group is comprised of Board members, CAA Partners, Business & Financial leaders, Developers and Workforce Training advisors.**

Training & Workforce Development

1. Establish micro-business and entrepreneurial support programs. (SP Strategy 6)

In 2018, PCSI launches the **Center for Urban Economic Empowerment Excellence (CUE³)**, a Workforce Development and Entrepreneurial training academy that will focus on teaching the integration of workforce development skills with entrepreneurial thinking and strategy. The idea is to create a knowledge worker, with entrepreneurial thinking qualities, to bring to their job or

start a business. PCSI will acquire and implement a nationally recognized entrepreneurial training curriculum, EDTEC, as the basis for its entrepreneurial training modality.

2. Use new workforce model to generate/diversify PCSI revenue and reach new customers.
(SP Strategy 4)

PCSI will be better able to plan for its future with more diverse service programs and revenue streams. Furthermore, establishing new PCSI enterprises will also provide the agency with another tool which will support its workforce development customers. **PCSI has submitted and received ITA approval for four (4) Workforce Development curriculums, including Basic Construction Skills Training/Osha 30 /Construction Flagger certification, Customer Service, Health & Human Services, CDL Class B certification and Administrative Support Specialist certification, from the Partners4Work Workforce Investment Board. Individual Training Accounts (ITA) are tuitions \$5K or less, paid to the provider (PCSI), by the TRWIB.**

Specific actions include:

- **Establishment of the PCSI Center for Urban Economic Empowerment Excellence (CUE³), an entrepreneurial training academy, that will be connected to other PCSI services, including the Housing/Construction Development programs, Furniture Bank, and Anti-Hunger initiatives.**
- **Target: Develop six (6) potential entrepreneurs and/or micro-businesses, in 2018-19.**
- **PCSI continues to model entrepreneurial capacity by generating, at least, \$200K in unrestricted revenue, in 2018.**