



Pittsburgh Community Services, Inc.

Annual Report: 1995

During the past year or so, our situation at CSI has been reminiscent of two ancient Greek myths—the myths of Sisyphus and Tantalus.

Sisyphus was condemned by the gods to push a heavy stone up a hill in Hades, only to have it roll down again just as he thought he had gotten to the top. Up the hill, roll back down. Up the hill, roll back down—endlessly, forever!

Tantalus was doomed to Hades as well. His punishment was to suffer hunger and thirst forever. Standing in water up to his neck, when he tried to drink, the water receded. When Tantalus reached for a succulent bunch of grapes hanging a few inches from his face, the fruit always remained just beyond his grasp.

A new year on the horizon: revisiting the Strategic Plan

The year 1995 began with the uncertainties that come with major changes, ones which occurred in the last months of 1994. During the early fall of 1994, we had begun an updating of our Strategic Plan, which had been completed some five years earlier.

The 1989 Plan had defined two groups of people who were of highest priority for the agency: residents of public housing and youth at risk (e.g., teen dropouts, teen mothers and fathers). Three program areas were identified as having highest priority for resource allocation: job placement and training; health-related services; and education.

Expressed more colloquially...

- the primary things that keep people poor are the lack of education and jobs
- a high percentage of the poor have multiple health problems
- a high percent of the poor are young and/or live in public housing communities.

An affirmation of priorities

Revisiting the Strategic Plan for the most part affirmed the direction of the agency. However, questionnaires to our subcontractors...

“What has changed in the last 5 years?” and conversations with key funding source staff and government officials... *“What does CSI do best and what should we continue to do?”* helped to shape what we began to envision as a somewhat different mode of future operation; and, our programmatic emphasis and anticipated outcomes became less abstract and more specific.

During early November, we began to fine tune this emerging vision for the future.

The best laid plans went awry

Then we got the devastating news that the Mayor's budget for 1995 totally eliminated CSI's Community Development Block Grant funding. In one fell swoop, with no prior warning and no input into the decision, one-third of the CSI budget was gone.

A number of other agencies had also been zeroed out of the Mayor's 1995 budget. CSI joined with them in a Safety Net Coalition to fight the proposed cuts. We were partially successful, in that City





Health care – one of CSI's highest priorities

When the Fall of 1995 arrived, our situation had stabilized to the point that we could again engage in strategic thinking and planning. Thanks to a Management Enhancement grant from the Forbes Fund, we were able to retain a planning consultant.

Another funding battle

Then the Mayor's 1996 budget was released. We and every other non profit agency that had previously received CDBG funding were again eliminated from the budget. The Safety Net Coalition remobilized. Our subcontractors "rallied 'round the flag." A good

word was spoken on our behalf by many friends and supporters. There was media attention given to our plight.

One by one the members of City Council expressed their solidarity with our cause. By a unanimous vote of City Council, CSI and all other members of the Coalition were refunded at the 1995 level. CSI even received additional funding for our gang youth initiative and the Hunger Trust Fund—this also by unanimous vote of City Council.

So we began our Christmas break with a sense of real accomplishment and gratitude for the results of the City budget fight. We returned to find ourselves one of the many victims of the federal budget impasse. But we are dealing with that situation; and, despite the obvious distractions, the planning has continued.

Strategic initiatives

As a result of strategic thinking about CSI and its mission, we envisioned three initiatives, and during 1995 began to explore their feasibility.

- 1. Purchasing services via subcontract will continue to be the primary mode of operation*** as the agency carries out its mission. CSI is long experienced and skilled in proactive grants management, offering hands-on assistance—

Council was persuaded to restore about 40% of our CDBG allocation and a portion of the funding for each of the Coalition partners.

CSI received \$275,000 in CDBG funds for 1995 — a sharp contrast to over \$600,000 in the previous year. Funding for the Hunger Trust Fund was reduced by \$50,000, our Neighborhood Safety Program (NSP) contract was cut in half. Most painful was the loss of all CDBG funding for some twenty agencies with whom we had subcontracted to provide priority services to our beneficiaries in the most impoverished neighborhoods of the City of Pittsburgh.

The new realities

Board and staff shifted into survival mode. Longer term strategic considerations went to the back burner, as we devised a plan to accomplish damage control and to stabilize the agency and its subcontract network.

Effective July 1, 1995, all management staff went on a four-day work week — with a corresponding 20% pay cut — with a staffing schedule that permits full five day operations. Neighborhood Safety Program staff followed suit as of January 1996.





- helping to build agency and staff capacity
- helping to assure compliance with contract requirements
- helping to develop standards of performance and outcome measures
- helping to develop tools of evaluation
- helping to develop sound program and fiscal systems and practices.

However, this way of operating cannot continue without new sources of funding. The need is for more corporate and foundation support and more private sector partners.

2. We also began exploring the marketing of professional skills and technical assistance. This initiative is a natural spin-off from CSI's history of excellence in proactive grants management. To help lay a foundation for this, CSI offered a training session on outcome based measures for staffs of current subcontractors. This marks the first offering in a series on Managing for Success and Measuring Results.

3. CSI will provide more direct services. This initiative is the most far-reaching and requires the most rethinking and retooling, because it goes counter to the founding philosophy that the agency is to be a purchaser of services, rather than a provider—although there is precedent in our Neighborhood Safety Program, which provides a direct service by installing locks, smoke detectors, emergency lights, etc.

However, we are very excited about this new direction, believe it provides a healthy balance to the purchase-of-services mode of operation, and have received favorable response to our first new direct service initiative—which is an example of the way in which we have refined our programmatic emphasis and more clearly focused our at-risk youth priority.

During 1996, CSI will initiate a pilot project on the City's Northside targeting

12-15 families with youth who are currently gang members or who are at risk of gang participation. Our intent is to have these families referred by Allegheny County CYS and Juvenile Court judges.

A CSI staff person with family crisis intervention skills and "street savvy" will collaborate with a network of partners to help stabilize the targeted families and move the at-risk children and youth into activities and programs aimed at preventing and diverting gang participation.

A set of youth will continue in longer-term, more traditional case management as a second phase.

Celebration

To celebrate the fact that we are still alive and well (albeit somewhat diminished) and to raise funds for our youth initiatives, we began planning for the fifth annual *Gift of Pittsburgh Jazz* benefit concert: "Lady's Night," featuring the inimitable jazz-blues vocalist Dakota Staton, with pianist David Budway and friends.

There is a story about the 1995 benefit concert later in this report.

Yes, there are difficult months ahead. It will be Sisyphus and Tantalus for any foreseeable future. But we have a new vision and we are eager to get on with carrying it out.



Outcome Based Management Training

In December 1995, Pittsburgh Community Services, Inc., began working with a consultant to provide Outcome Based Management Training for its network of subcontractors.

The purpose of Outcome Based Management (OBM) is to identify and measure the benefits that clients receive as a result of services provided by CSI via subcontract. The outcomes for some programs are more visible than for others. For instance, an employment and training program can show how many people completed training and were able to get jobs. An educational program can demonstrate that a percentage of its clients raised their grade point average or obtained a skill which makes them more marketable for future employment or other opportunities.

It is more difficult to measure end results when a program offers basic services such as nutrition or transportation, or emergency crisis intervention such as consumer counseling or outreach and referral. If CSI programs which offer these less measurable services are to survive, they must identify ways to show their value in moving clients closer to self sufficiency. The OBM training has begun to help all of our subcontractors to better analyze and interpret success so that they can offer documentation during the ongoing evaluation and monitoring process.

Before the training, one of our youth/recreation programs merely reported that a certain number of clients had received a certain number of karate lessons. The program now reports that participants in the karate program have increased their skill level as evidenced by progression to higher belts and competi-

tion in tournaments. The discipline, sense of accomplishment, and self-esteem which result from these achievements lay a foundation for future successes on the journey toward independence and self-sufficiency.

The following stories describe other short-term and longer-range impact and successes accomplished by some of our clients as they progress closer to self sufficiency. Each success, each milestone on these journeys is a positive, measurable outcome.

Story #1: *Family Resources'* in-home services provide education and support—practical and emotional—to families with newborns and young children.

When *Ruth* came to the attention of Family Resources, she had just moved into Garfield Heights with six children ranging in age from 3 to 15. Pregnant with her fifth child, she also had custody of two of her sister's children. Ruth's husband was incarcerated, and her family of origin lived in another state.

Ruth needed not only material support, but also the emotional support of a new neighborhood network. The material needs were addressed through an outreach worker, who helped secure clothes, a stroller, a high chair, food, bus tickets and transportation to medical appointments. As needs arose, she received referrals to other agencies such as Hunger Services Network.

After the birth of her son, Ruth joined a From Birth to Five parent support group. Now almost 18 months after she first came to Family Resources, Ruth still attends the parent support group, and she works part time with another social service agency which provides support to parents in her community.



Family resources was able to help alleviate her isolation, provide tangible aid, help her settle into her new home and work with issues involved in parenting her children.

Story #2: *Hazelwood Glenwood Glen Hazel Council* offers, among its programs, a food pantry and assistance in nutrition.

Tasba, a very young mother of three children, had been issued government-supplied food—corn meal and instant mashed potatoes—in order to feed her family. She had no idea how to use these commodities to make interesting and nutritious meals. Some counseling and instruction taught her how to make meals with what was available.

Story #3: *Dorothy Day Apartments, Inc.* provides affordable transitional housing and on-site daycare.

Pam came to the apartments with her son Brandon. She had found it impossible to afford housing on her own close to the classes she needed to attend. DDA provided her with housing and daycare for her son while she attended Community College of Allegheny County, from which she graduated with a major in Court Reporting. Over the course of

three years, Pam moved from dependence to employment as a court stenographer. During 1995 she bought a town house in Crawford Square Complex.

Story #4: *House of the Crossroads* provides drug and alcohol treatment services.

Joan received attention in several areas upon admission to the residential treatment program. Besides the regular group and individual counseling, Joan received a literacy

assessment and was placed appropriately with a tutor and has advanced from grade school reading level to high school level. She has found suitable housing with the assistance of Section Eight funding. She has reestablished a foundation with family relations and continues to rebuild that relationship; a recent home visit for the holidays was a supportive experience. Joan has remained abstinent from drugs since admission to the program, as indicated by random weekly urinalysis testing, and she participates in the House of the Crossroads Alumni Group and Narcotics Anonymous.

These stories are only a small sample of the cases by which our subcontractors can demonstrate measurable results. There are more than 20,000 similar success stories which resulted from the creative use of the funds we administered during 1995.

Benefit Jazz Concert 1995

"The Gift of Pittsburgh Jazz," CSI's fourth annual benefit concert, celebrated the contributions of Pittsburgh native Erroll Garner. It was an exceptional night of jazz on the Hill.

The audience reveled in a delightful warm-up act featuring young performers from St. Clair Village's Kuumba Workshop, whose program the concert benefits. Emcees for the evening are familiar to television audiences in Pittsburgh: Chris Moore, host of WQED's *Black Horizons*, and Lynne Hayes-Freeland.

Drummer, songwriter, and promoter Cecil Brooks III returned to his native city, sharing the spotlight with other jazz performers who have Pittsburgh ties—Ron Affif, David Budway and Leon Lee Dorsey. Special guest was vocalist Kevin Mahogany, a major rising star on the national scene.

Proceeds from the event, which was held during the Mellon Jazz Festival, provided opportunities for approximately 100 low income children and youth to tap their creativity through music and other

arts activity, as an alternative to negative behavior and gang participation.

Primary beneficiary of the 1995 concert was the Kuumba Workshop, in St. Clair Village, one of Pittsburgh's public housing communities. Members of the African Drum and Dance Ensemble teach and mentor Kuumba participants, who learn dance techniques, tie-dyeing, and face painting, and perform both within and outside of St. Clair Village. Kuumba Workshop receives major support from the Pittsburgh Foundation's Multicultural Arts Initiative.

Proceeds from the concerts also assisted the Children of Love Theater, an issue-oriented arts group on the Northside of Pittsburgh that suggests to young people and their audiences, through drama and music, creative ways to deal with various moral and social issues.

The evening was made possible through the support of its major donors, Integra and Blue Cross/Blue Shield. Other important financial support came from individuals and corporations who purchased tickets for the main floor of the Hill House Kaufman Auditorium, converted for the evening into a supper club reminiscent of the Golden Age of Jazz. And the performance was available to any lover of jazz through the purchase of tickets for the balcony.

The event once again built bridges between the neighborhood and the corporate world; and it was a safe night of world class entertainment which drew together both black and white who share an interest in the music and the kids who benefit.



Statement of Revenue, Expenditures, and Changes in Fund Balance Year Ended December 31, 1995

May 14, 1996

Current Funds

Revenue			1995	1994	Annual	
	Unrestricted	Restricted	Total All Funds	Total All Funds	\$ Change	% Change
Government Grants	0	1,336,722	1,336,722	1,456,594	(119,872)	-8.23%
Other Revenue	29,877	0	29,877	32,089	(2,212)	-6.89%
Total Revenue	29,877	1,336,722	1,366,599	1,488,683	(122,084)	-8.20%
Expenditures						
Salaries/Wages/Fringe Benefits	12,793	399,335	412,128	435,739	(23,611)	-5.42%
Subcontractor Expenses	7,810	788,068	795,878	836,328	(40,450)	-4.84%
Other Operating Expenses	9,876	149,319	159,195	220,949	(61,754)	-27.95%
Total Expenditures	30,479	1,336,722	1,367,201	1,493,016	(125,815)	-8.43%
Excess Revenues Over Expenditures						
	(602)	0	(602)	(4,333)	3,731	-86.11%
Fund Transfer						
Fund Balance, Beginning of Year	28,237					
Prior Period Adjustment	2,042					
Fund Balance, End of Year	29,677					

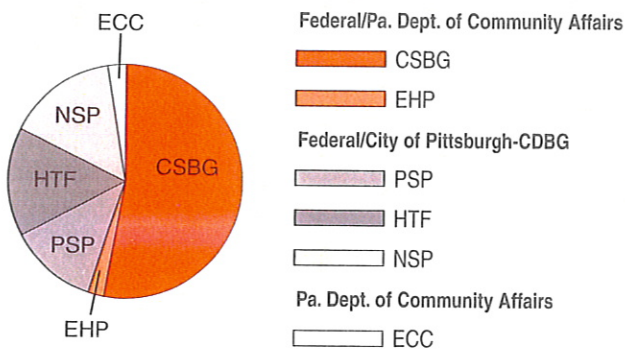
Audited by Bluett & Bluett, PC

Funding Sources 1995

May 14, 1996

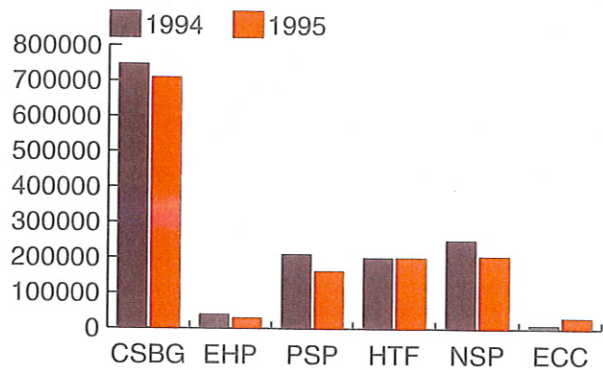
	1995 Amount	1994 Amount	\$ Change	% Change
Federal/Pennsylvania Department of Community Affairs				
Community Services Block Grant (CSBG)	709,202	747,279	(38,077)	-5.10%
Emergency Community Services Homeless Grant Program (EHP)	29,488	39,002	(9,514)	-24.39%
	738,690	786,281	(47,591)	-6.05%
Federal/City of Pittsburgh - Community Development Block Grant				
Public Services Project (PSP)	162,157	210,000	(47,843)	-22.78%
Hunger Trust Fund (HTF)	199,982	200,000	(18)	-0.01%
Neighborhood Safety Program (NSP)	204,714	250,000	(45,286)	-18.11%
	566,853	660,000	(93,147)	-14.11%
Pennsylvania Department of Community Affairs				
Employment & Community Conservation Program (ECC)	31,179	10,312	20,867	202.36%
Total Funding - All Sources	1,336,722	1,456,593	(119,871)	-8.23%

Funding Sources - 1995



Funding Amounts - 1994 vs. 1995

(Figures in dollars)



1995 Subcontractors

Community Services Block Grants

Community Human Services Corporation
Dorothy Day Apartments
Eastside Community Employment Project
Family Resources/From Birth to Five
Hazelwood/Glenwood/Glen Hazel Council, Inc.
The Hill House Association/DESS
House of the Crossroads
Mom's House, Inc.
Neighborhood Centers Association
Project HOPE
RX Council of Western Pennsylvania, Inc.
Southwest Pittsburgh Community Development Corporation
Urban League of Pittsburgh
Ursuline Center, Inc.
Vietnam Veterans Leadership Program
West End-Elliott Joint Project
Womanspace East, Inc.
Women's Center & Shelter of Greater Pittsburgh
YMCA - Metropolitan Office

Emergency Homeless Program

Bethlehem Haven of Pittsburgh, Inc.
Miryam's
Womanspace East, Inc.
Women's Center and Shelter of Greater Pittsburgh

Hunger Trust Fund

Bethesda Center, Inc.
Brashear Association, Inc.
Deprived Poor Americans
East End Cooperative Ministry
Esplen Senior Citizen's Association
Greater Love Outreach, Inc.
Hill District Ministries
Hunger Services Network
Neighborhood Centers Association
Southwest Pittsburgh Community Development Corporation
St. Clair Citizens' Council
Washington Heights Ecumenical Food Bank
Whale's Tale
YMCA - Metropolitan Office

Public Services

Addison Terrace Learning Center
Breachmenders, Inc.
Carnegie Library - JOBNET
Council of Three Rivers American Indian Center, Inc.
East End Cooperative Ministry
Eastside Community Employment Project
Garfield - Jubilee Association
The Hill House Association/DESS
Jubilee Association
Kingsley Association
Manchester Youth Development Center, Inc.
Urban League of Pittsburgh
Vietnam Veterans Leadership Program
YMCA - Homewood Brushton Program Center

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