

The Brashear Association Strategic Plan Table of Contents

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Community Leaders
Service Providers
Funders
Clients
Parents
Staff

Acknowledgments

This Plan has been convened by the Strategic Planning Committee of the Brashear Association who, along with the organization's professional staff, volunteered considerable time to attend focus groups, Committee meetings, and strategy sessions to share their ideas and concerns about the future of the organization.

Brashear Association Strategic Planning Committee

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The Strategic Planning Committee would like to thank the Birmingham Foundation for underwriting the preparation of this Plan. The Committee would also like to recognize the clients and staff of Brashear, social service providers, community leaders, and members of the funding community who participated in focus groups, interviews, and surveys to inform this planning process.

Organizational Mission Statement

The Brashear Association, a South Pittsburgh community service agency in the settlement house tradition, supports and enriches families to build more vital lives and neighborhoods. Through its provision of human services and community action, Brashear recognizes community strengths and diversity and encourages self-help, citizen education and participation, and community improvement and involvement.

Executive Summary

The Brashear Association Strategic Plan represents both a product and a process. It is a framework to guide development, fund-raising, programming, and other aspects of organizational planning. The Plan also represents a genuine effort to enfranchise a broader audience to allow clients, community leaders, funders, service providers, and staff to articulate their vision of a common future. The project was funded by the Birmingham Foundation and guided by the Strategic Planning Committee of the Board of Directors.

This Plan is intended to be a working document to guide the organization over the next five years. It is the intention of the Board and staff to conduct an annual review of goals and strategies relative to staff and Board efforts. The implementation chart, provided in this Plan, is intended to be utilized as a guide for this review and as a worksheet to construct the organization's annual action plan. It should be noted that many of the action items are on-going. In addition, the worksheet implies priorities by the order in which the strategies appear in the worksheet. However, it is recognized that priorities and actions may change due to the uncertainties, such as funding. In this context, the annual review becomes a critical component of on-going strategic planning.

The strategic planning process included a community needs assessment and an organizational analysis. Issues and action items, relating both to the community and to the organization, were identified through focus groups, interviews, and surveys. Further review and analysis of these issues and action items led to the identification of the following set of strategic planning challenges, goals, and strategies.

Strategic Planning Challenge: Demographic Shifts within the Traditional Service Area

The Brashear Association’s programs are concentrated primarily in the South Side Flats, South Side slopes and the hilltop communities of Arlington, Arlington Heights, and Saint Clair Village. These areas have undergone major demographic changes. The number of families with small children has dwindled in the South Side Flats, while there has been an influx of college students and more affluent residents. Sections of the South Side Slopes have also seen an influx of more affluent residents, a reduction in poorer residents, and a decrease in the number of children. Both areas have also seen a growing population of “old” elderly, many of whom are on fixed incomes.

The dismantling of Arlington Heights and Saint Clair Village reflects the major forces at work in public housing City wide. Brashear has had a long and deep commitment to these communities and to building self-sufficiency. As these and other public housing communities are dismantled, and their population dispersed, the provision of services to needy and fragile families becomes an increasingly staff intensive task. Brashear also provides selected services in the communities of Allentown, Beltzhoover, Knoxville, Mount Oliver, and Mount Washington. These neighborhoods, adjacent to Brashear’s traditional service area, now have an abundance of young families with critical self-sufficiency needs.

Addressing Demographic Shifts and Changing Community Needs

| Goals | Strategies |
|---|---|
| <p>Reinforce and augment existing programs to respond to changing demographics and community needs</p> | <ul style="list-style-type: none"> • Maintain service area in the neighborhoods of Arlington, Arlington Heights, St.Clair Village, South Side Flats, and South Side Slopes. • Extend service area to the City neighborhoods of Allentown, Beltzhoover, Bon Air, Carrick, Knoxville, Mount Oliver, and Mount Washington before considering expansion to the near suburbs. • Take model of existing programs, such as arts initiative, to other neighborhoods. • Review all programs for potential for fee for service. Develop sliding scale for services. Utilize fees collected to underwrite “scholarships” |
| <p>Focus on meeting needs of children, aged 4 to 16.</p> | <ul style="list-style-type: none"> • Expand current children’s programming to reach a broader geographic base. • Increase collaboration with Phillips Elementary, Phillip Murray, and other schools as community anchors and places that are familiar to children. |

| | |
|---|--|
| | <ul style="list-style-type: none"> • Develop programming for 13-to-16-year-olds. |
| Round out existing services to seniors | <ul style="list-style-type: none"> • Continue key role in convening and collaborating with social service providers to eliminate redundancy in senior programs. |

Addressing Demographic Shifts and Changing Community Needs

| Goals | Strategies |
|---|--|
| Provide support for self-sufficiency | <ul style="list-style-type: none"> • Provide case management and self-sufficiency services to underserved and vulnerable populations, including public housing residents and former residents, unemployed youth, single parents, etc. • Augment self-sufficiency services with tangible assistance programs including food pantry programs, holiday assistance, and community workshops. |

Strategic Planning Challenge: Addressing Funding Pressures

The lowered State budget and shrinking foundation endowments have led to a very tight funding climate. Federal funding for discretionary programs has also dropped due to tax cuts and increased military spending. Many social service agencies are competing for the same funds. These changes affect the services that Brashear’s clients receive from other agencies as well as the ones that they receive from Brashear. In addition, the funding climate for community based organizations is undergoing a dramatic change. These organizations will have to rethink their service delivery while forging new partnerships. In addition, this year is the seventh of ten years of funding through the State’s Department of Community and Economic Development Neighborhood Assistance Program (NAP). Although Brashear and the South Side Local Development Company are pursuing an extension of the NAP, nothing is in place yet to ensure the continuation of funding. Finally, the financial instability of the City of Pittsburgh creates another set of pressures for a wide array of organizations and agencies, including the Brashear Association. For example, Brashear Association entered a contractual agreement with the City to staff the Neighborhood Employment Center. At the time, funding for the arrangement was in place. At present, as Brashear organizes staff to support the Center, the funding is less secure. In another example of stepping in to try to fill voids left by the City’s budget crisis, Brashear has committed to providing lunches at City recreation centers for the 2004 summer season.

Members of the foundation community have noted that the organization's humility can be a drawback as well as a strength. In light of the tight funding climate, they have suggested that the organization needs to more aggressively market itself.

Addressing Funding Pressures

| Goals | Strategies |
|--|---|
| <p>Position Brashear relative to changing funding landscape</p> | <ul style="list-style-type: none"> • Develop criteria for evaluating potential programs (and funding sources) related to their fit with organizational mission, staff capacity, etc. • Seek out opportunities to collaborate in new geographic areas and with new types of agencies. • Pursue alternative sources of funding such as mentoring grants or providing technical assistance to community based organizations. <ul style="list-style-type: none"> • Develop threshold for fees as component of business planning. • Differentiate role as neutral convener versus service provision. |
| <p>Expand existing marketing efforts</p> | <ul style="list-style-type: none"> • Market Brashear to expanded service communities first. • Develop a marketing package that tells the story. <ul style="list-style-type: none"> • Highlight efforts with individual programs • Develop professional video • Update the Brashear bugle format, expand distribution, and use it as a marketing tool. • Continue name recognition activities such as the Holiday Open House. • Market existing programs such as the arts initiative. |

Strategic Planning Challenge: Maintaining Collaborative Spirit

Collaboration among agencies prevents isolation of the agency and of the community and eliminates redundancy. Brashear continues to be a leader in agency collaboration, directing initiatives such as the South Consortium. Brashear’s success at collaboration with others without “taking over” requires humility of approach. In addition, the organization has the reputation for successfully carrying out its mission without drawing attention to itself.

Maintaining Collaborative Spirit

| Goals | Strategies |
|---|---|
| <p>Build on existing strong collaborative spirit and reality</p> | <ul style="list-style-type: none"> • Continue practice of Brashear staff serving on the boards of other organizations. • Continue, as an organization, to help to facilitate the flow of communication among other agencies and the community. • Utilize technology to raise the organization’s profile, and to improve communication with clients and other organizations. • Utilize online applications for services to diminish duplication of effort. |

Strategic Planning Challenge: Strengthening Organizational and Physical Infrastructure

The Brashear Association has had the advantage of a core of long-time, committed, knowledgeable staff at positions of responsibility. This veteran staff has been augmented by young staff, interns, work study students, and Americorps volunteers who round out the responsibilities, bring enthusiasm and creativity, receive training and mentoring, and, ultimately, leave the organization. In anticipation of retirement of a key veteran staff member, and looking ahead toward the organization’s longevity, the challenge will be to identify, attract, and retain professional staff. This challenge is exacerbated by the organization’s tight budget and the fact that younger professional staff may be lured away by salaries of other non-profits. Volunteers play an important role in the Brashear Association. They serve both to shore up the capacity of the organization and to encourage citizen participation and community involvement.

The maintenance of Brashear’s physical infrastructure is an on-going task requiring a facilities and staffing plan. When facilities issues arise, often staff members are pulled from their other tasks to deal with them, whether it’s a malfunctioning fire alarm or a problem with mechanical systems. The creation of a facilities plan that recognizes on-going maintenance and refurbishment can serve to head off unexpected disruptions. In addition to maintaining the building and infrastructure, a facilities plan provides an opportunity to evaluate space realities related to changing programmatic needs. Finally, no organization can function in today’s world without reasonable technological resources. Acquisition, maintenance, and updating of

appropriate computer and other technological resources should be a key component of the facilities plan.

Strengthening Organizational and Physical Infrastructure

| Goals | Strategies |
|---|---|
| Plan for organizational infrastructure and upkeep. | <ul style="list-style-type: none"> • Attract and maintain professional staff <ul style="list-style-type: none"> • Seek out older, more locally established staff, such as those returning to the work force • Expand the raft of benefits available to employees, such as recent expansion of training opportunities. • Continue settlement house model relative to small staff and geographically expanding service area. <ul style="list-style-type: none"> • Explore deployment opportunities at satellite locations while maintaining team approach. • Find other staffing sources similar to Americorps. |
| Increase number, diversity, and capacity of volunteers | <ul style="list-style-type: none"> • Utilize volunteers to help alleviate staff load where appropriate, such as organizing farmer’s market volunteers, fielding requests for holiday assistance, etc. • Develop volunteer training, assignment, and management techniques to ensure strong volunteer core. Utilize technology to reach potential volunteers, in addition to word of mouth, the South Pittsburgh Reporter, and other avenues. |

Strengthening Organizational and Physical Infrastructure

| Goals | Strategies |
|--|--|
| <p>Increase number, diversity, and capacity of volunteers</p> | <ul style="list-style-type: none"> • Reach out to young adults, aged 19-35 through mentoring, programming, and volunteer opportunities. Capitalize on South Side college student population for volunteers. <ul style="list-style-type: none"> • Hold orientation to South Side for Duquesne students living in the neighborhood. • Connect to University service fraternities. • Pair seniors as volunteers with children and young mothers. |
| <p>Focus on physical infrastructure</p> | <ul style="list-style-type: none"> • Develop a facilities plan, including staffing. |

Introduction

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Through strategic planning sessions, focus groups, interviews, and surveys, members of the Brashear community have painted a picture of the Brashear Association as:

- An integral piece of the history and community of the South Side;
- A leader in collaboration among social service providers;
- A humble organization more devoted to doing than to marketing itself;
- A staff committed, for the long term, to the organization and the community; and
- A resourceful and adaptable organization.

Fundamental Strategic Planning Challenges

The Brashear Association faces a number of organizational and community challenges now and in the future. Some challenges, such as the changing landscape of nonprofit funding, face other service providers. Other challenges, such as the “yoke of history” are unique to Brashear.

Responding to demographic shifts within the traditional service area

The Brashear Association’s programs are concentrated primarily in the South Side Flats, South Side slopes and the hilltop communities of Arlington, Arlington Heights, and Saint Clair Village. These areas have undergone major demographic changes. The number of families with small children has dwindled in the South Side Flats, while there has been an influx of college students and more affluent residents. Sections of the South Side Slopes have also seen an influx of more affluent residents, a reduction in poorer residents, and a decrease in the number of children. Both areas have also seen a growing population of “old” elderly, many of whom are on fixed incomes.

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Addressing Funding Pressures

The lowered State budget and shrinking foundation endowments have led to a very tight funding climate. Federal funding for discretionary programs has also dropped due to tax cuts and increased military spending. Many social service agencies are competing for the same funds. These changes affect the services that Brashear's clients receive from other agencies as well as the ones that they receive from Brashear. In addition, the funding climate for community based organizations is undergoing a dramatic change. These organizations will have to rethink their service delivery while forging new partnerships. In addition, this year is the seventh of ten years of funding through the State's Department of Community and Economic Development Neighborhood Assistance Program (NAP). Although Brashear and the South Side Local Development Company are pursuing an extension of the NAP, nothing is in place yet to ensure the continuation of funding. Finally, the financial instability of the City of Pittsburgh creates another set of pressures for a wide array of organizations and agencies, including the Brashear Association. For example, Brashear Association entered a contractual agreement with the City to staff the Neighborhood Employment Center. At the time, funding for the arrangement was in place. At present, as Brashear organizes staff to support the Center, the funding is less secure. In another example of stepping in to try to fill voids left by the City's budget crisis, Brashear has committed to providing lunches at City recreation centers for the 2004 summer season.

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Maintaining and Building on the Collaborative Spirit

Collaboration among agencies prevents isolation of the agency and of the community and eliminates redundancy. Brashear continues to be a leader in agency collaboration, directing initiatives such as the South Consortium. Brashear's success at collaboration with others without "taking over" requires humility of approach. In addition, the organization has the reputation for successfully carrying out its mission without drawing attention to itself.

Strengthening Organizational and Physical Infrastructure

The Brashear Association has had the advantage of a core of long-time, committed, knowledgeable staff at positions of responsibility. This veteran staff has been augmented by young staff, interns, work study students, and Americorps volunteers who round out the responsibilities, bring enthusiasm and creativity, receive training and mentoring, and, ultimately, leave the organization. In anticipation of retirement of a key veteran staff member, and looking ahead toward the organization's longevity, the challenge will be to identify, attract, and retain professional staff. This challenge is exacerbated by the organization's tight budget and the fact that younger professional staff may be lured away by salaries of other non-profits. Volunteers play an important role in the Brashear Association. They serve both to shore up the capacity of the organization and to encourage citizen participation and community involvement. Finally, the maintenance of Brashear's physical infrastructure is an on-going task requiring a facilities and staffing plan.

Strategic Planning Process

To construct this Plan and to ensure its acceptance and implementation, broad involvement in the planning process was needed. The insight and input from Brashear's Board of Directors, staff and clients as well as community stakeholders, local representatives of the funding community and other service providers proved vital to the development of the plan. The following outlines the steps taken to ensure input from key constituents:

- The Brashear Association Strategic Planning Committee was convened at the outset of the project and continued to meet and advise the consultant team throughout the planning process. The members of the Strategic Planning Committee were:
 - Maureen Hogan
 - Roman Matusz
 - Dr. Barbara Rudiak
 - Tey Stiteler
 - George Tushak

In addition, the following staff members participated on the Strategic Planning Committee:

- Hugh Brannan
 - Christine Gaus
 - Lola O'Dea
- Four community needs assessment focus groups were convened to address the challenges confronting the Brashear Association at present and in the future. The invitation lists were developed by the consultant team in collaboration with the Strategic Planning team. The following focus groups were facilitated by consultants and Strategic Plan Committee members were in attendance to co-facilitate:

- Community Leaders
- Service Providers
- Funders
- Clients

In preparation for these discussions, participants received a brief on the strategic planning context and challenges facing the organization. Discussion questions, reviewed with the Strategic Planning Committee were prepared for each focus group.

- Following the convening of the community needs assessment focus groups, it became apparent that parents of children participating in Brashear's programs were underrepresented in the client focus group. To address this issue, and hear their concerns, a series of parent interviews were undertaken by the consultant team.
- Taking advantage of Brashear's role as convener of the South Pittsburgh Consortium of Service Providers, the consultant team prepared and reviewed a questionnaire to elicit Consortium member's views on Brashear and the challenges facing the organization.
- In addition to the community needs assessment focus groups, a separate focus group of staff was convened. In addition, the Strategic Planning Committee acted as an on-going advisor on the issues articulated by staff as well as other organizational issues.
- Previous strategic plans, completed in 1995 and 2001 were reviewed by the consultant team. Key issues and strategies were raised in discussions with the Strategic Planning Committee to gather information about the realization of the strategies outlined in these previous plans.

Planning Context

The Brashear Association was founded in 1917. As was common in the time, Brashear worked in the settlement house tradition, opening several neighborhood houses throughout their service area. In 1955, the services were consolidated into the Brashear Center, located at 2004 Sarah Street. In the mid-1960s, Brashear constructed the Henry Kaufmann Neighborhood House in Arlington. The organization has also maintained outreach offices in public housing communities. Today, in addition to Brashear Center and the Kaufmann House, the organization has an outreach office in St. Clair Village and has recently begun staffing the Allentown Neighborhood Employment Center.

The following chart reflects the current organization and staffing of the Brashear Association. Positions in italics are part-time. It should be noted that, in addition to paid staff, over 200 volunteers are employed throughout the agency in all programmatic and administrative functions.

| | | |
|--|---|---|
| Board of Directors | | |
| Executive Director | | |
| Director of Services | | |
| Program Manager | | |
| Family Services/ Education | Family Services/ Community Development | Support |
| Americorps volunteer <i>Arts Education Coordinator</i> <i>Arts Instructors</i> <i>Community Youth Worker</i> Program Coordinator/SCV <i>Stroke Groups Leader</i> <i>Student Placements</i> | <i>Client Contact Aide</i> GPCFB Network Case Manager Self Sufficiency Case Manager | <i>Housekeeper</i> <i>Janitor</i> <i>Janitor/Pantry Driver</i> <i>Night Receptionist</i> Office Manager |

The Brashear Association operates the following programs in the areas of direct services, community partnerships and community services. More information about these programs is available on the organization's web site located at www.brashearassociation.org.

Direct Services

- After school programs
- Benefit programs
- Discover South Side
- Eco camp
- Food assistance programs
- Information and referral
- Neighborhood Employment Center
- Self-sufficiency program
- Senior nutrition program
- Stroke rehabilitation program
- St. Clair Village Arts Alive camp

Community Partnerships

- Allegheny Intermediate Unit
- Allentown Adult Day Care Center
- Americorps
- Arlington Meals on Wheels Program
- Council of Three Rivers American Indian Center's Early Head Start Program
- Duquesne University
- Learning Tree Day Care
- UPMC South Side
- Visiting Nurse Foundation

Community Services

- Community organizations and support groups
- South Consortium
- South Side Planning Forum
- Technical Assistance

Service Area and Demographic Overview

The Brashear Association's programs are concentrated primarily in the South Side Flats, South Side slopes and the hilltop communities of Arlington, Arlington Heights, and Saint Clair Village. Brashear also provides selected services in the communities of Allentown, Beltzhoover, Knoxville, Mount Oliver, and Mount Washington.

To capture population characteristics and trends, census-based data was collected and analyzed for the South Pittsburgh neighborhoods of Allentown, Arlington, Arlington Heights, Beltzhoover, Bon Air, Carrick, Duquesne Heights, Knoxville, Mount Oliver neighborhood, Mount Oliver Borough, Mount Washington, Saint Clair, South Side Flats, and South Side Slopes. In addition, after reviewing the data with focus groups and the Strategic Planning Committee, additional analyses were performed for Castle Shannon, Dormont, Baldwin Borough, and Baldwin Township. The following key issues were identified through the census data analysis. Graphic illustrations of these issues may be found in Appendix I.

Population: 1990 and 2000 Census

- Population levels have dropped in every South Pittsburgh neighborhood over the past two decades.
- Highest rates of population decrease from 1990-2000 were seen in Arlington Heights, Saint Clair, Beltzhoover, Knoxville and South Side Slopes (all more than -10%)
- Preschool (ages 0-4) populations dropped in every South Pittsburgh neighborhood from 1990-2000.
 - The proportion of preschool children in the total population also dropped in nearly every neighborhood; Knoxville was the only exception.
 - South Pittsburgh neighborhoods together had the same proportion of preschool children as the City of Pittsburgh (5%), but Arlington Heights (17%) and Saint Clair (13%) had far greater proportions of preschoolers than the City average.
- School aged (ages 5-19) child populations either dropped or stayed the same from 1990 to 2000 in most neighborhoods. The only neighborhoods to show a slight increase were Beltzhoover and Knoxville.
 - The proportion of 5-19-year-olds in the total population grew in over half of South Pittsburgh neighborhoods during the same time period. In South Pittsburgh, in general, the proportion of 5-19-year-olds remained the same in 1990 and 2000.
 - The proportion of school aged children was much higher in the populations of Allentown (24%), Beltzhoover (26%), Knoxville (24%), Mount Oliver (neighborhood) (25%) and Saint Clair (41%) than the City of Pittsburgh's average (19%).
- Retirement-age (aged 65+) populations dropped in South Pittsburgh, as a whole, between 1990 and 2000.
 - The proportion of people aged 65+ decreased in most South Pittsburgh neighborhoods over the same time period.

- The proportion of those aged 65+ in 2000 was higher in the South Side Flats (22%), Bon Air (20%), Beltzhoover, Carrick (19% each), Duquesne Heights and South Side Slopes (18% each) than in the City in general (16%).
- The number of people aged 75+ in South Pittsburgh increased between the years 1990 and 2000; this was the only age group that showed an increase in size.
 - The proportion of those aged 75+ in the total population grew in nearly every South Side neighborhood. Largest gains in proportion were seen in Beltzhoover, Bon Air, Carrick and Allentown.

Youth (aged 16-19): 2000 Census

- The largest youth populations are seen in Allentown, Carrick, Mount Washington, South Side Slopes and Mount Oliver (neighborhood).
- Youth aged 16-19 represent a bigger proportion of the population in Allentown, Arlington, Arlington Heights, Beltzhoover, and Knoxville than in other South Pittsburgh neighborhoods.
- Over 60% of youth in Arlington Heights, Mount Oliver (neighborhood) and Saint Clair are not in school and not employed. The City average is less than 10%.
- Over 80% of youth in South Side Flats, Knoxville, and Mount Washington are enrolled in school. All other neighborhoods had 70% or less of youth enrolled in school. The City average is 85%.

Education Level of Adults (aged 25+): 1990 and 2000 Census

- The number of adults with less than a High School degree dropped between 1990 and 2000 in every South Pittsburgh neighborhood.
 - The only neighborhood in which the percentage of those without a High School degree grew was Mount Oliver (neighborhood).
- The percentage of those with less than a High School degree in 2000 was greater in South Pittsburgh as a whole than the City average.
- The greatest proportions of those without a High School degree in 2000 were found in Allentown, Mount Oliver (neighborhood), and St. Clair.

Income: 1990 and 2000 Census

- Allentown, Arlington Heights, Beltzhoover, Knoxville, Mount Oliver (neighborhood), and Saint Clair had the lowest median incomes in 1999.
- The percentage of gain in median income between 1989 and 1999 was greatest in Arlington Heights and Saint Clair (over 100% gain in each). The median incomes in these neighborhoods in 1999 were still far below the City average, however. Beltzhoover, Knoxville, and Mount Oliver (neighborhood) had the smallest percentages of gain in median income between 1989 and 1999. The median incomes in these neighborhoods were below the City average in 1999.
- The percentage of people living below the poverty level grew between 1990 and 2000 in Allentown, Arlington, Duquesne Heights, Mount Oliver (neighborhood), and Mount Oliver borough.
- The percentage of people living below the poverty level in 2000 was much higher in Mount Oliver (neighborhood) (32%) and Saint Clair (55%) than the City of Pittsburgh average (20%).
- The percentage of people living below 200% of the poverty level in 2000 was 89% in Arlington Heights and 76% in Saint Clair. Allentown, Knoxville, and Mount Oliver (neighborhood) each had over 50% living below 200% of the poverty level. The City average was 41%.

Race/ethnicity: 1990 and 2000 Census

- White populations fell in each South Pittsburgh neighborhood between 1990 and 2000.
- Black populations grew from 1990 to 2000 in every South Pittsburgh neighborhood except Arlington Heights, Beltzhoover, Saint Clair and the South Side Flats.
- The Black populations of Allentown, Arlington, Carrick, Mount Oliver (neighborhood), South Side Slopes and Mount Oliver Borough each increased by over 100% from 1990 to 2000. City-wide, the Black population decreased by 6%.
- The percentage of the population that is Black increased in every South Pittsburgh neighborhood between 1990 and 2000, except in Arlington Heights, Saint Clair and Beltzhoover. In those neighborhoods the population was more than 80% Black in 1990.

Additional South Pittsburgh Neighborhoods (Dormont, Castle Shannon, Baldwin Borough and Baldwin Township): 1990 and 2000 Census

- The total population in these neighborhoods dropped from 1990 to 2000
- The percentage of youth aged 16-19 not in school, and not employed, in these neighborhoods in 2000 was far below the City's percentage.
- The percentage of people living in poverty rose slightly in Baldwin Borough and Baldwin Township from 1990 to 2000, but remained at or below 5%. The City's average was 20%.
- The proportion of people living below poverty and below 200% of poverty was lower in each neighborhood than the City's average (less than 10% and 25% respectively, as compared to 20% and 41% for the City).

- The Black population in Baldwin Borough rose significantly between 1990 and 2000 (over 200 people, for a 92% gain.) The percentage of gain in black population in the other three neighborhoods was over 100%, but the actual gain in terms of number of people was relatively small. For example, Baldwin township had a 500% gain, because the Black population went from 1 to 6 persons.

Issues and Action Items

Through focus group discussions, interviews, and surveys the following community and organizational issues and action items were articulated. These issues and action items, reviewed by the Strategic Planning Committee and consultants, provided the basis for the Strategic Planning challenges, goals and strategies.

Community changes lead to shifts in need for services.

Population changes in South Pittsburgh have altered the client base for area service providers. Residents have migrated to the South suburbs. The number of families with small children is dwindling in the South Side Flats, while there has been an influx of college students. The changes to the public housing landscape in South Pittsburgh have also created the challenge of providing services to a dispersed, rather than concentrated, population. It is crucial for service providers to assess how these community changes relate to shifting social service needs and to community capacity to meet those needs. As Brashear's services and areas of operation change, its image needs to be updated. Many people may not think of Brashear as a service provider.

Suggested action items:

- Maintain the service area in the neighborhoods of Arlington, Arlington Heights, St.Clair, South Side Flats, and the South Side Slopes.
- Extend the service area to the City neighborhoods of Allentown, Beechview, Beltzhoover, Bon Air, Carrick, Knoxville, Mount Oliver, and Mount Washington before considering expansion to the near suburbs.
- Rethink the settlement house model relative to Brashear's small staff and geographically expanding service area.
- As populations change and there are pockets of poverty, don't focus on just the neediest population. Look at the overall community and engage people to meet a broad array of needs.
- Focus on the "hard to reach" populations
 - Reach families wherein head of household is not picked up by traditional channels
 - Develop programming for 16-to-19-year-olds.
 - Reach out to the difficult to employ, including High School students..
 - Reach out to young adults, aged 19-35 through mentoring and connecting to other adults.
- Focus on meeting needs of children aged 4 to 16.
- Connect seniors with youth.
- Provide services to young mothers; pair up with seniors.
- Expand current children's programming to accommodate a greater age range: include younger children (younger than 4th/5th grade) at the Phillips after-school program and older High School students (older than 9th grade) in the Arts Apprenticeship program.
- Capitalize on the growing South Side college student population for a volunteer corps.

- Use the facility for informal activities for seniors, organized by seniors, when the facility is not being used.
- Extend the food bank hours to accommodate people with full-time jobs.
- Develop training for life skills, good neighbor skills, and homeowner readiness.

The funding pool is shrinking; collaboration is a powerful tool.

The lowered State budget and shrinking foundation endowments have led to a very tight funding climate. Federal funding for discretionary programs has also dropped due to tax cuts and increased military spending. Many social service agencies are competing for the same funds. These changes will affect the services that Brashear's clients receive from other agencies as well as the ones that they receive from Brashear. The overall need may increase. In addition, the funding climate for community based organizations is undergoing a dramatic change. These organizations will have to rethink their service delivery while forging new partnerships. Collaboration among agencies prevents isolation of the agency and of the community, and eliminates redundancy. Brashear has been a great collaborator in the past, leading initiatives such as the South Consortium in an effort to promote collaboration.

Suggested action items:

- Pursue alternative sources of funding.
- Develop criteria for evaluating potential programs (and funding sources) related to their fit with organizational mission, staff capacity, etc.
- Seek out opportunities to collaborate in new geographic areas and with new types of agencies.
 - Explore providing technical assistance, via non-bricks and mortar services, to community based organizations.
 - Consider collaborating with other providers for senior services to eliminate redundancy in senior programs.
 - Increase collaboration with Phillips Elementary and other schools as community anchors and places that are familiar to children.
 - Continue practice of Brashear staff serving on the boards of other organizations.
- Continue, as an organization, to help to facilitate the flow of communication among other agencies and the community.
- Utilize technology to improve communication with clients and other organizations.
 - Utilize online applications for services to diminish duplication of effort.
- Add a select set of residents to the South Consortium meetings.

Need to attract and maintain staff for higher level positions

The Brashear Association has had the luxury of a core of long-time, committed, knowledgeable staff at positions of responsibility. This veteran staff has been augmented by young staff,

interns and Americorps volunteers who round out the responsibilities, bring enthusiasm and creativity, receive training and mentoring, and, ultimately, leave the organization.

In anticipation of Lola's retirement, and looking ahead toward the organization's longevity, the challenge will be to identify, attract, and retain higher level professional staff. This challenge is exacerbated by the organization's tight budget and the fact that younger professional staff may be lured away by salaries of other non-profits. Given the changing landscape of non-profit organizations within the City of Pittsburgh, it is fair to assume that a cadre of talented professionals will be available and could be attracted to Brashear. The real focus needs to be on retaining new staff over the long term.

Suggested action items:

- Seek out older, more locally established staff, such as those returning to the work force
- Expand the raft of benefits available to employees, such as training, education, etc.

The humble image of the Brashear Association is a double-edged sword

Brashear's success at collaboration with others without "taking over" requires a humility of approach. In addition, the organization has the reputation for successfully carrying out its mission without drawing attention to itself. However, to attract and retain staff and to cement new service areas, the organization and the building need to become more visible.

Suggested action items:

- Develop a marketing package that tells the story with awards, testimonials, etc.
- Market existing programs such as stroke support group.
- Take model of stroke support group to other neighborhoods.
- Make the building more visible.
- Utilize technology to raise the organization's profile, such as improving Brashear's website to make it easily accessible to other related sites.
- Communicate Brashear's services to the community at large.
- Plan for organizational infrastructure and upkeep.

Implementation and Resources

Many social service agencies are competing for the same funds. These changes affect the services that Brashear's clients receive from other agencies as well as the ones that they receive from Brashear. In addition, the funding climate for community based organizations is undergoing a dramatic change. These organizations will have to rethink their service delivery while forging new partnerships.

The Brashear Association is currently funded by the following sources:

- The United Way of Allegheny County;
- City of Pittsburgh;
- Pittsburgh Community Services/Hunger Trust Fund;
- Corporate contributions;
- Foundation grants;
- Local fundraising events;
- Program and membership fees; and
- Direct mail campaign.

In addition, Brashear's facilities provide rental income to the organization by way of the following rental agreements:

- Allegheny Intermediate Unit;
- Allentown Senior Citizen Center, Inc.;
- Council of Three Rivers American Indian Center;
- Henry Kaufmann Meals on Wheels;
- UPMC Living at Home Program;
- Learning Tree Day Care Center; and
- Individual program rentals.

As this strategic plan is being finalized, the landscape of funding for non-profit organizations continues to shift dramatically. The lowered State budget has decreased while foundation endowments have been shrinking. Federal funding for discretionary programs, in general, has dropped, due both to tax cuts and increased military spending. On a local level, 2004 represents the seventh of ten years of funding through the State's Department of Community and Economic Development Neighborhood Assistance Program (NAP). Although Brashear and the South Side Local Development Company are pursuing an extension of the NAP, nothing is in place yet to ensure the continuation of funding. In addition, United Way funding to Brashear has decreased annually and is projected to continue along that trajectory. Finally, the City's on-going fiscal crisis has had a deep effect on non-profits throughout the City, Brashear included.

Social service providers, community leaders, and members of the foundation community have described the Brashear Association as a model of collaboration, leading initiatives such as the South Consortium. Colleagues have noted the staff's willingness to work with other organizations and programs without "taking over" the effort. Funding changes underscore the

need for the Brashear Association to continue to find ways to collaborate with existing programs and organizations while engaging a core of volunteers.

This Plan is intended to be a working document to guide the organization over the next five years. It is the intention of the Board and staff to conduct an annual review of goals and strategies relative to staff and Board efforts. The implementation chart that follows is intended to be utilized as a guide for this review and as a worksheet to construct the organization's annual action plan. It should be noted that many of the action items are on-going. In addition, the worksheet implies priorities by the order in which the strategies appear in the worksheet. However, it is recognized that priorities and actions may change due to the uncertainties, such as funding. In this context, the annual review becomes a critical component of on-going strategic planning.