

***South Pittsburgh Youth
Programs
Report on Inventory Findings***

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Executive Summary

This report is the analysis of research done to create an inventory of programs available for youth and teens in the Hilltop neighborhoods, Beechview, Brookline, and Overbrook. Started by Councilwoman Natalia Rudiak and Dr. Jamil Bey, the research done by Coro Fellow, Alyson Shaw, was intended to identify gaps in services for youth, common challenges, and current assets.

By conducting over fifty interviews, Alyson was able to capture data on current youth programs that measured what types of programs were available, the timeframes of those programs, how many youth they each served, and partnerships that existed. Using anecdotal evidence as a reference point, the data collected was intended to help either support or refute common sentiments about youth programming and teenagers in South Pittsburgh. Those sentiments ranged from teenagers not having enough to do, to there not being enough youth programs focused on STEM or Arts.

While it is important to discuss those gaps and challenges, it is also critical to highlight the major assets in the area that come in the form of individual community leaders, volunteer groups, community based institutions, physical assets, and collaborations and connections. These assets are not always recognized when solely looking at the inventory or the data. There are great examples of collaboration to create better programming for youth, and there are institutions and individuals who are working together to give youth and teens more to do. All of these assets, let alone the physical assets of schools, libraries, and recreation centers, will need to be maximized in order to improve youth programming. The future development of youth programming should be based around these current assets.

Despite these many assets, there are major gaps and issues that cannot be solved by one program or one idea. Data from the inventory supported much of the anecdotal statements heard from stakeholders in the community. These included gaps in programming for teenagers, gaps in essentially all types of programming that was not sports related, gaps in the summer and the winter, and gaps in programming for the refugee and immigrant population. There were also some common challenges identified by programs of all types that included issues like transportation, marketing, and a lack of diversity in funding options.

To address these challenges, Alyson will make recommendations based off of models that have worked in similar cities and in other parts of Pittsburgh. Most importantly, the Recommendations section will discuss the possible next steps for this research project and the next steps for improving youth programming in South Pittsburgh.

I. Introduction

The youth programs inventory project was initiated by Councilwoman Natalia Rudiak, representative of City Council District 4, in collaboration with Dr. Jamil Bey of Pittsburgh Works. The inventory documents current youth programs that are available to youth from 4 to 19 years old who live in South Pittsburgh.

For the purposes of the inventory, South Pittsburgh includes the neighborhoods: Eastern Mt. Washington, Allentown, Beltzhoover, Knoxville, South Side Slopes, Mt. Oliver, Arlington, Arlington Heights, St. Clair, Carrick, Overbrook, Brookline, and Beechview. The map below highlights the region.

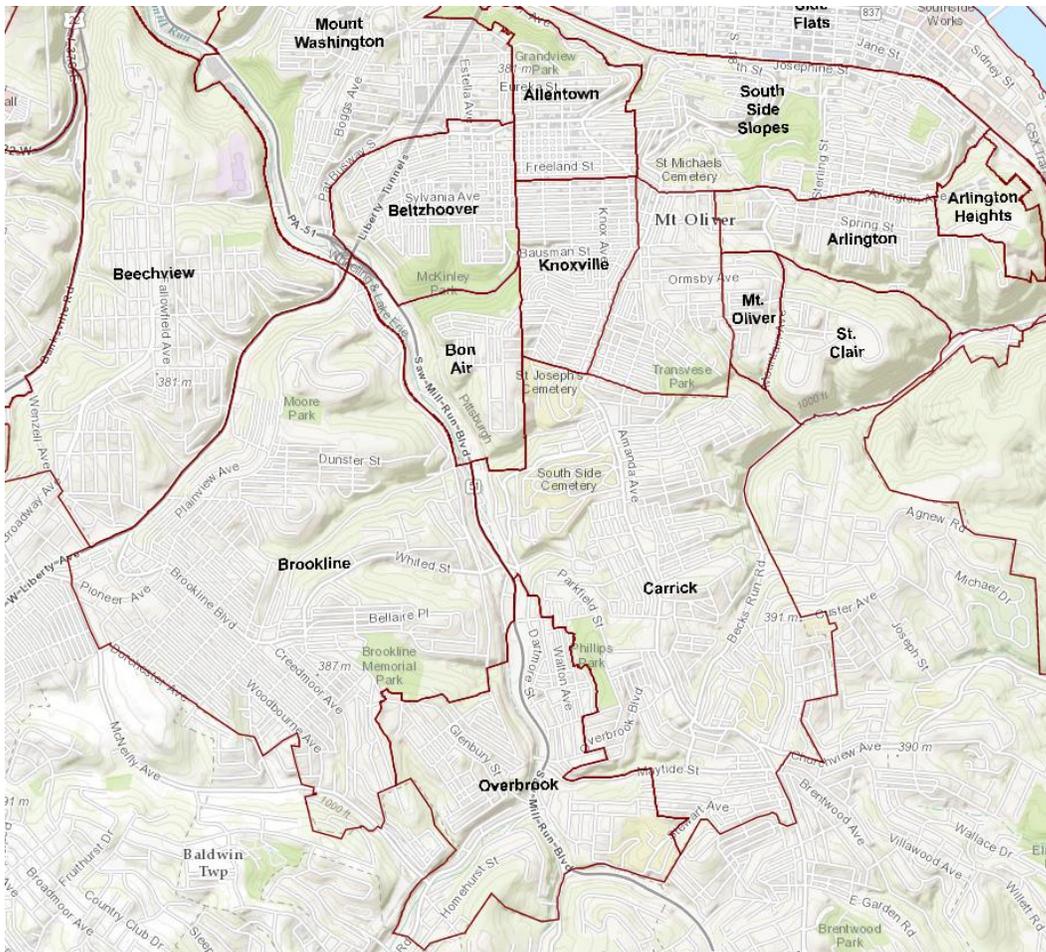


Figure 1: PGH Geographic Information Systems - Pittsburgh Dept. of City Planning, 2015.

The project began with some anecdotal and some data-based research done on behalf of Councilwoman Rudiak and Dr. Jamil Bey that suggested that there were major gaps in youth programming South Pittsburgh. The youth programs inventory's purpose was to document the programs that are available for youth and teens in the area and to find the gaps in services. To complement the spreadsheet version of the inventory, there is also a Google map that shows where each program is located, and can visually show where service gaps are geographically.

In this report, that is to be accompanied by the inventory, I will seek to highlight current assets available in South Pittsburgh, highlight youth program service gaps and common problems, and provide recommendations and a vision for the future of this collaboration between governmental, nonprofit, and philanthropic partners.

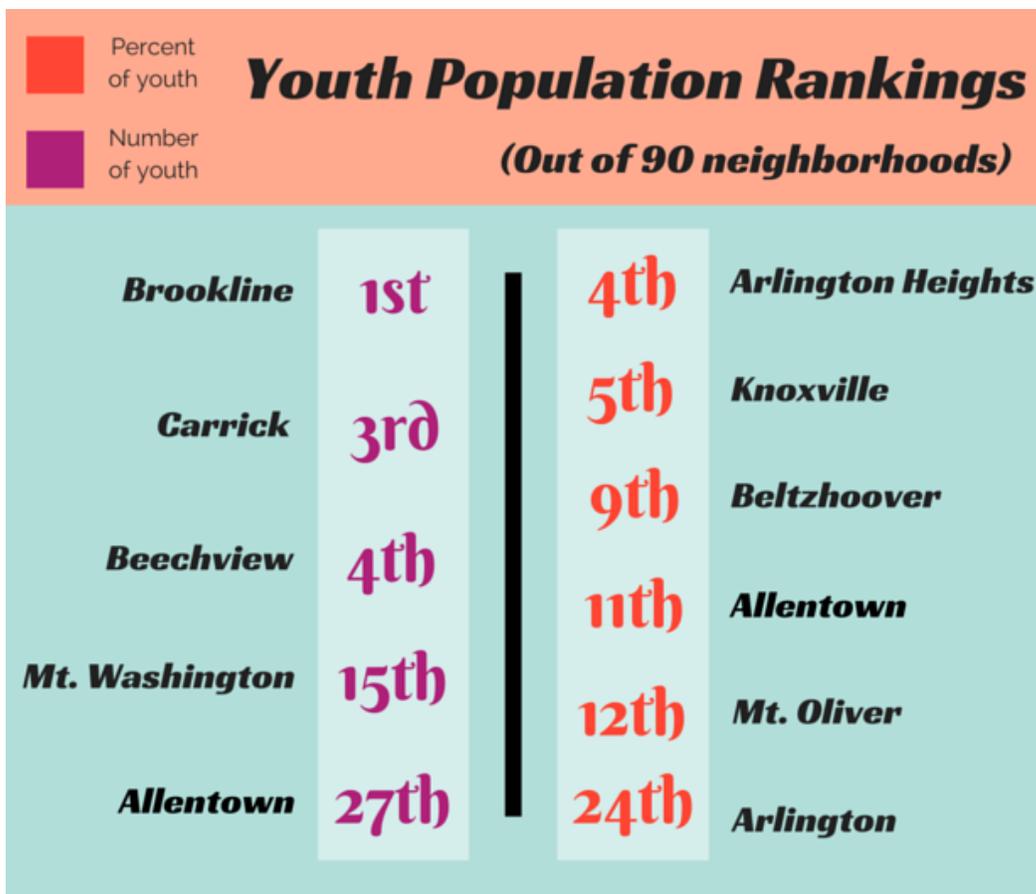


Figure 2: University of Pittsburgh. 2011. *City of Pittsburgh Neighborhood Profiles Census 2010 Summary File 1 Data.*

Compared to other regions in Pittsburgh, South Pittsburgh has a particularly high youth population. The graphic above shows the high rankings of several South Pittsburgh neighborhoods when it comes to the total number of youth and the

percentage of the neighborhood population that is youth, out of all ninety neighborhoods.

For socio-economic context on the region studied, the map below shows the median family income for each 2010 Census tract. The lighter the color red, the lower the median family income is, and the darker the red, the higher that income is.

Median Family Income - Dark Red = Higher, Light = Lower

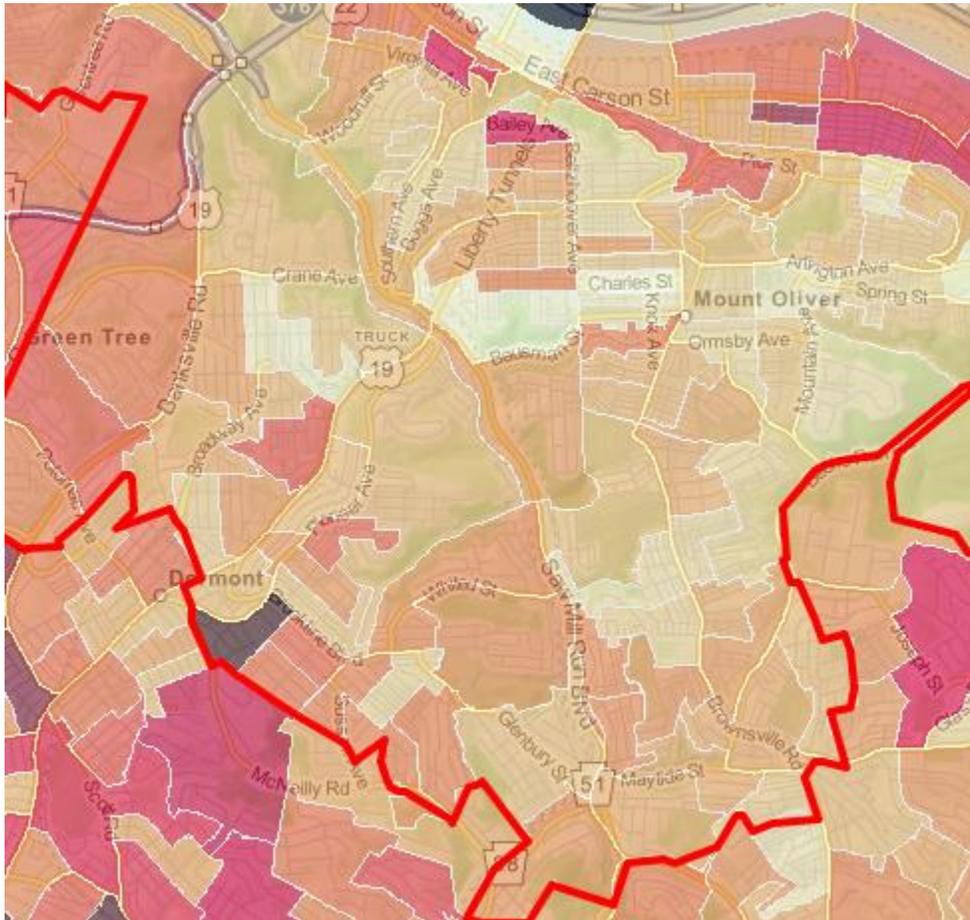


Figure 3: City-data.com. 2010. *Median Household Income.*

Due to the short timeframe of this research project, there will be some gaps in methodology and data that can and should be addressed in the future. In the next section I will explain what the scope of my project was, before getting to the data.

II. Research Methodology and Questions

To create the youth programs inventory, I conducted 50 interviews of various stakeholders and key players involved in South Pittsburgh youth programming. These included foundations, libraries, recreation centers, nonprofits, school counselors and teachers, and youth.

To begin my research, I took a broad scale approach and interviewed stakeholders that interacted with youth programming on a region-wide, systemic level. These stakeholders mainly included foundations, large nonprofits, and libraries. The purpose of these interviews was to get big picture perspectives on the current youth programming landscape, and get contact information for smaller youth programs that these larger stakeholders interacted with..

Interviews of youth programs included questions such as: (1) How many youth do you serve? (2) How many youth do you have the capacity to serve? (3) How do you measure success? (4) What neighborhoods do you typically pull youth from? (5) What demographics (age, race, gender) are not being served well by current youth programming in Pittsburgh? (6) What types of programs do you think would be most beneficial to youth in South Pittsburgh? These questions were meant to provide more detail about each program for the inventory, but also to obtain individual perspectives on where the gaps were in youth programming.

The scope of this project did not allow me to get solid data on the exact capacity of each program, as many programs simply did not know what their capacity was. It did not allow me to obtain accurate data on what neighborhoods each of the programs' participants live in. Finally, it did not allow me to measure unique youth who attended each program, or rather, it did not account for overlap if the same youth were attending two or more programs.

III. Assets and Current Collaborations

The South Pittsburgh Youth Programs Inventory's purpose was to document the current youth programs that are being offered to youth, and programmatic details that will be useful to parents and youth looking to enroll in a program. It was also intended to be a resource to elected officials and the philanthropic community who needed to know what was going on in South Pittsburgh in terms of youth and teenagers. However there are limitations to what an inventory or a map can show. Information about individuals who create these programs, the volunteers who keep them running, and the institutions that provide them with resources is critical information to know when decided on next steps for youth programming in South Pittsburgh.

This section on assets and current collaborations will highlight the assets that cannot necessarily be captured in an inventory or a map of youth programs. This section is based on a newly popular idea in community development called Asset Based Community Development. In this model, assets are defined as individuals, associations, institutions, physical assets, and connections. The idea behind Asset Based Community Development, according to the Collaborative for Neighborhood Transformation (2015), is that communities can drive their own development “by identifying and mobilizing existing, but often unrecognized assets, and thereby responding to and creating local economic opportunity.” In this case, I want to apply this idea to youth programming, and look at how existing assets can be maximized and leveraged to benefit youth in South Pittsburgh. Community support is necessary to the success of any type of development. This method of relying on current assets provides opportunities not only for greater community support, but also for current leaders to drive the development in a grassroots way.

In the sections below, I will provide examples of assets that I discovered during my interviews and research. All of the examples were proven to be major assets to youth programming in the area, however it is important to note that due to the limited scope and timeframe of my research, the assets listed here are not the only assets in South Pittsburgh.

Individuals

In South Pittsburgh, with the exception of a few city wide youth programs and the standard Teen Time at each Carnegie Library, a large portion of the youth programming relies on the individual founder or leader of the program, the relationships that they have to the community, and the connections that they have to youth.

One example of this is the Girl Scout troop in Carrick run by a woman who has a daughter in middle school. The troop of about fifteen girls, ages eight through eleven, meets weekly and focuses on community service projects and general skill building. In a school where the Girl Scouts had not existed, this troop was formed solely because of the initiative of this troop leader who had a daughter in that age group and informal connections to other parents and girls who were interested in joining.

The influence of individual people in the community is also highlighted in the libraries and recreation centers. Not only do individual people and their specific skill set and interests determine the types of programming that each institution offers, but their relationships to youth and parents in their neighborhoods are the main drivers in getting youth to come to their programs. Four different youth program coordinators at libraries and recreation centers reported that the personal relationships they had built with youth were the main motivation behind the youth returning continually to the program.

There are many more examples of individual leadership and influence in South Pittsburgh that have helped form the current landscape of youth programming. These few individual stakeholders, their relationships with youth, and the social capital they have in their neighborhoods, has been one of the sole drivers of youth programming in the area.

Maximizing the talent and knowledge of these individuals and their relationships is critical to the success of new or growing youth programs in South Pittsburgh. According to the inventory data, there are thousands of youth and teens who are not currently involved in a program who will need to be reached in order to bring them into new or current programming. While new forms of marketing such as social media is important, youth and teens will need to be reached by these individuals who have the community trust and social capital that they need to be successful.

Other instances of individually led projects or programs that are centered around certain individuals include Shadow Student Athletes, Bears Athletic Association, Dance Teams in Carrick, Brookline Girl Scouts, Brookline Teen Outreach, Voices Against Violence, and A Giving Heart. All of the teen services or teen program coordinators at the libraries and recreation centers are also good examples of the individual influence.

Associations

As stated in the previous section, relationships are crucial to the success of youth programming. Therefore the formal and informal associations in South Pittsburgh also have great influence over what programs are available for youth. Some examples of associations that hold power in the area include the South Hilltop Men's Group, South Pittsburgh Coalition for Peace, and the Carrick Block Watch. (Image Source: Facebook of South Hilltop Men's Group)

These three groups are focused mainly on preventing violence and crime in their communities, a concern that is closely tied to youth programming for teenagers. These all-volunteer groups prove a willingness and capability to organize and engage other community members. They are what builds social capital and community for their members.



This building up of social capital and civic engagement greatly benefits youth programming in South Pittsburgh. One example of this is the South Hilltop Men's Group. By organizing and bringing men of color together in the Hilltop neighborhoods, the group was able to identify the common needs of the youth that they knew, and formulate an idea to

help serve them. Through their networks, and relationships to teens who trust them, several of the group's leaders were able to write a plan for a new youth program that would serve teenagers in the Hilltop and focus on employment and mentoring.

By multiplying the network of each individual involved, these types of associations in South Pittsburgh can help to foster collaboration between stakeholders and youth programs. The South Hilltop Men's Group is a grassroots effort, and is a great example of the organized effort that will be necessary in order to reach populations of teenagers that are not being reached by current youth programming in South Pittsburgh.

Institutions

Long lasting institutions such as the Birmingham Foundation, the POISE Foundation, the Brashear Association, and Voices Against Violence in South Pittsburgh complement the grassroots efforts mentioned in the sections above. The Birmingham Foundation and the POISE Foundation provide financial stability to many small youth programs in the Hilltop in particular, while also seeking to address other related issues for underserved populations. The POISE Foundation is shifting its focus to a black family centered approach, and the Birmingham Foundation also focuses its efforts towards community health.

In the past year, the Birmingham Foundation has funded thirty-two youth programs in its funding area, which includes the neighborhoods of Allentown, Arlington, Arlington Heights, Beltzhoover, Bon Air, Carrick, Duquesne Heights, Knoxville, Mt. Oliver, Mt. Washington, St. Clair Village and South Side. The average size of each grant according to Executive Director, Mark Bibro, is about \$50,000.

The Brashear Association's lasting commitment to the Hilltop neighborhoods provides persistent, basic wrap-around services to families and youth. In South Pittsburgh since 1917, the Brashear Association has become a hub of youth programming resources in the Hilltop neighborhoods, mostly through their partnerships with other nonprofits, schools, and the foundation community.

Another example of an institution with strong social capital is Voices Against Violence. Founded in 1995, Voices Against Violence has been serving hundreds of Hilltop youth each year both after school and over the summers. The organization fights violence in the community through programming in conflict resolution, but also through individual relationships between youth and Richard Carrington, the founder of the organization. Known for being a resource to youth at risk of violence, Richard Carrington and his colleagues at Voices Against Violence have built an organization responsible for serving hundreds youth in Beltzhoover, Allentown, Knoxville, and Arlington.

The many churches in the Hilltop and Brookline in particular have also shown to be great community assets, serving well over two hundred youth daily. Churches have the

ability to reach local families and youth outside of the school system, and provide space for youth who attend their church. This is one great example of social capital turning into opportunities for teenagers in Brookline.

The Church of the Resurrection in Brookline runs a youth group for about forty-five teens that focuses on religious learning and community service. Through learning more about the needs and challenges for the youth that they served, youth group leader Caitlin McNulty decided to take the initiative to start-up Brookline Teen Outreach. The new program, with teens already participating, would focus on tutoring, community service, and counseling, all services that the church recognized as gaps in current programs.

Similarly to the individual and association levels, these institutions and their social capital, their resources, and their support are also critical to the success of any new undertakings in youth programming in South Pittsburgh.

Physical Assets

The area studied currently has fourteen Pittsburgh Public School locations, five Citiparks Recreation Centers, five Carnegie Libraries, and approximately ten mid- to large-sized parks. These physical assets have provided small youth programs with space needed to serve the youth that they do. Groups like the Carrick Dance Teams, the Boy Scouts, and the Girl Scouts use both school and recreation center facilities for their programming. Other organizations such as Voices Against Violence and the Student Conservation Association use various parks to engage their youth in environmental learning.

Not only do educational and summer programs use these physical assets, but the many sports leagues use parks and other sports facilities for their leagues, including the Bhutanese Community Association of Pittsburgh's soccer league.



(Image source: Cincinnati Design Awards, 2015.)

The five Carnegie Libraries in the area which include Knoxville, Beechview, Carrick, Brookline, and Mt. Washington are all great assets to their neighborhoods. This is evidenced by the amount of partners who use their space and resources, and the youth that use their resources.

Connections

In order for current organizations in South Pittsburgh to maximize their resources collectively, partnership and collaboration is a necessity. There are several organizations and individuals in South Pittsburgh who are collaborating and partnering with others in order to better serve youth. In this section I want to highlight examples of collaboration that is working well.

One of the first organizations I became aware of for this project was the Hilltop YMCA. Along with their technology based programs for youth, they partner with the Carnegie Libraries to provide homework help, they partner with Jewish Family and Children Services who use their space to serve Bhutanese youth, and they collaborate with the Brashear Association to provide quality STEM programming.

The Brashear Association is another example of an organization that is collaborating with others. Not only do they use programming content and resources from organizations like the Hilltop YMCA and Venture Outdoors, but they are also connected to city-wide youth program organizations like APOST (Allegheny Partners for Out of School Time) and Remake Learning. Their ability to work with others also shows up in their partnership with A Giving Heart, another Hilltop nonprofit. The partnership allows them to provide a free dinner, and more activities to their youth.

Overall, nonprofits, Carnegie Libraries, and Recreation Centers are effective at partnering with Pittsburgh Public Schools. The school system partnerships allow them to benchmark student's grades in the case of nonprofits, and to market programs in the cases of the libraries and recreation centers. Of the twenty-five organizations that do some sort of measuring or benchmarking of success, most of them cited being able to work with Pittsburgh Public Schools and obtain grades and progress reports as their primary way of measuring success.

These current partnerships are typically program content related and are usually formed between organizations that are in close proximity to each other. These collaborations allow them to maximize and leverage each other's resources to provide quality programming to the youth that they serve. That quality programming comes in the form of field trips, use of a new space, and sharing of technology or equipment.

IV. Service Gaps and Common Challenges

In doing my research and analyzing the data that came out of my interviews, I have found evidence to support reported gaps in programming for youth in South Pittsburgh, I have identified common barriers for youth who do not participate in current youth programming, and I have identified some common challenges that youth programs across the region face.

In this section I will present findings and evidence gathered from the inventory and my interviews so that I can begin to identify concrete gaps and challenges on a systematic level. This section is not meant to attribute fault or causality, but it is to highlight themes that came up continuously in my interviews and is supported by data from the inventory.

Gaps in Serving Teenagers

One of the reasons that this research spearheaded to begin with was the common concern among residents of South Pittsburgh that there was nothing for teenagers to do after school. This sentiment was also supported by several high schoolers themselves.

I will first look at the number of programs with the capacity to serve teens, and the types of programs that are offered. The programs in the inventory are categorized by target age and types of programs which includes socialization, skill building, mentoring, tutoring, counseling, and community service. Some programs are placed in two or three of those categories, so the overall percentage will not be one hundred. It is important to note as well that while some programs might have the capacity to serve teenagers, not all of them are specifically targeted to teenagers. Also, programs that do not keep accurate age data may count youth that are not ages thirteen to nineteen as teenagers served.

When looking at programs that have the capacity to serve teenagers, most programs are focused on socialization. Socialization includes sports, games, and general unfocused programming. As shown in the graphic below, thirty-one percent of programs are focused on skill building, which includes leadership development, trade skills, and technology skills. The remaining programs are focused on mentoring and tutoring, with only a one program focusing on both counseling and community service.

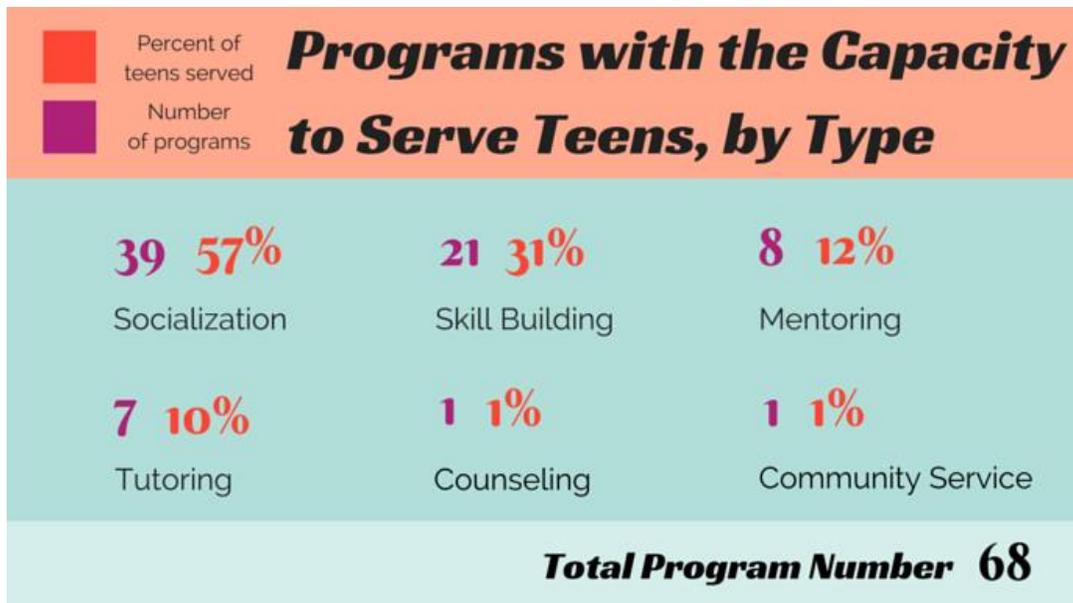


Figure 4: 2015 Youth Programs Inventory, *Programs that serve teenagers, by type.*

A total of sixty-eight unique programs with the capacity to serve teenagers in the area may seem like a lot of programs. However according to 2010 census data, in the Hilltop neighborhoods and Brookline, the actual number of teenagers living in the area suggests that current programming is only reaching a small fraction of them in most neighborhoods.

A breakdown on the number of teenagers living in each neighborhood compared to the number of non-unique youth being served in each neighborhood shows that on average, only about twenty-three percent of youth are being reached overall. In certain neighborhoods, as little as zero to eight percent of teenagers are being served. The data on teenagers being served does not account for youth attending multiple programs, so some youth may be counted twice.

It is also important to note that in Beltzhoover, almost the entire number of teenagers served comes from Voices Against Violence because it operates in Beltzhoover. The number will likely be too high due to the data not taking into account teenagers that are pulled from other neighborhoods. The five percent number represents teenagers being served when Voices Against Violence programming is not serving youth during the school year. Nevertheless, the data that is available supports the notion that current programming lacks the capacity to effectively serve teenagers in the area.

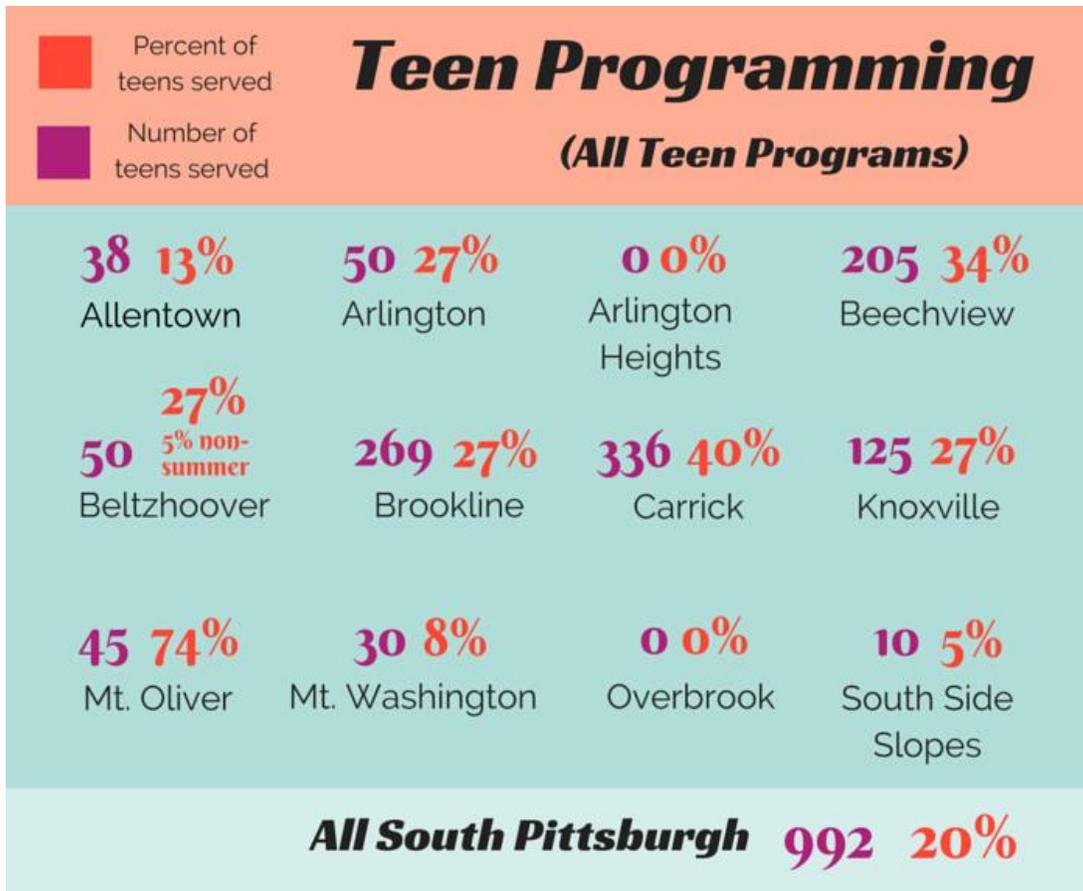


Figure 5: University of Pittsburgh, *City of Pittsburgh Neighborhood Profiles Census 2010 Summary*.

Even more alarming is the data when you eliminate sports programs from the equation. Available programs for youth who are not interested in sports, or who are looking for other services, is sparse. In neighborhoods like Arlington, that number drops from twenty-four percent to zero percent. When you take away sports in seemingly well served neighborhoods like Brookline and Carrick, the percentages of youth served drop from twenty-seven percent to nine percent in Brookline, and from forty percent to fifteen percent in Carrick.

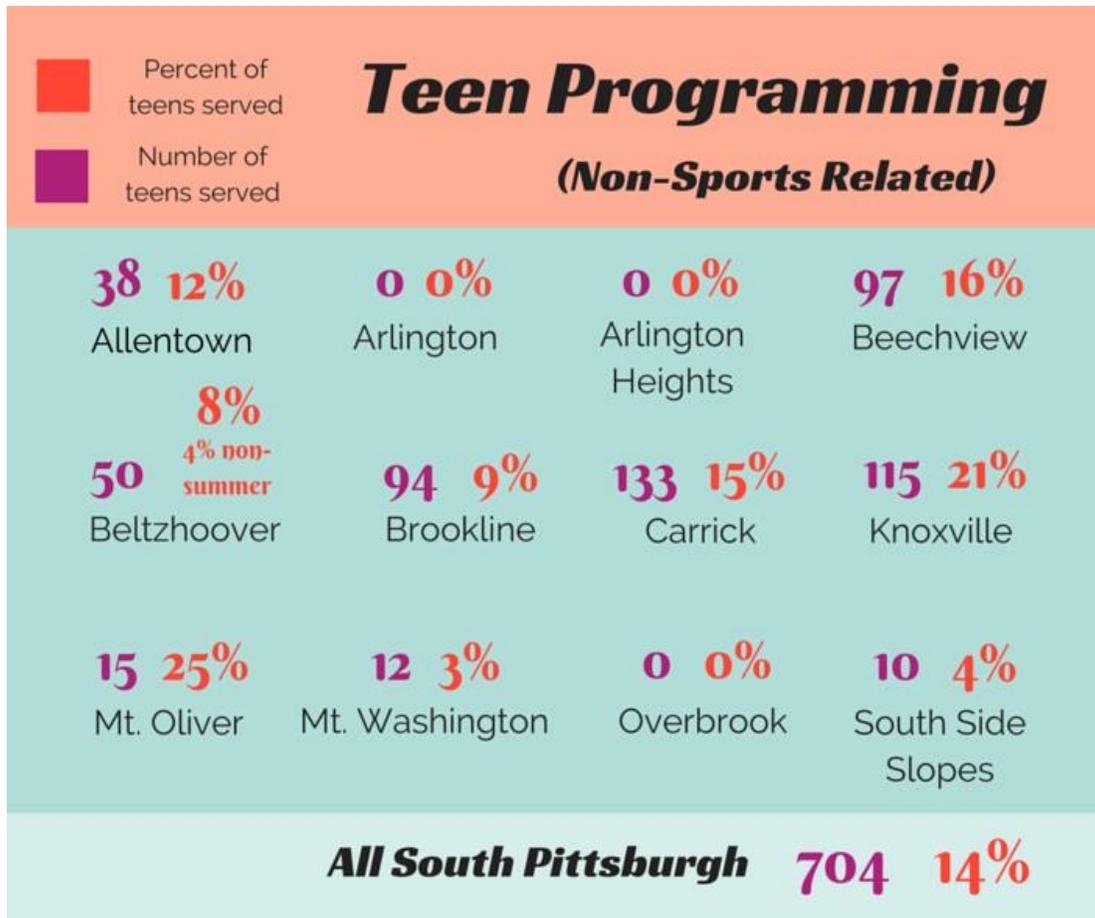


Figure 6: University of Pittsburgh, *City of Pittsburgh Neighborhood Profiles Census 2010 Summary*.

Aside from gaps in capacity to serve teenagers, there are other barriers to this age group that prevent them from engaging in youth programming. In my interviews with teenagers, who go to either Brashear High School or Carrick High School, they agreed with the idea that there was nothing for them to do after school. However, for youth at Brashear High School, most of whom were not involved in after-school programs, they overwhelmingly cited their part-time job as the main reason why they did not participate in after-school programming. Out of a group of around thirty youth, about twenty-five went to work at a part-time job after school, and stated that the income earned from that job was a necessity. At Brashear High School in particular, a few students also mentioned difficulty taking public transportation as a reason that they didn't stay after school or participate in afterschool programs.

On the other hand, for the the students at Carrick High School who did participate in the Carrick library's Teen Thing program, the students claimed that they were involved in Teen Thing because it was the only activity offered to them besides sports at the Recreation Center. Going to Teen Thing also gave them an opportunity to see their friends after school. A few cited free food and having a place to do homework as other reasons for going to the library programs. In observing these students during Teen Thing, it also became clear that

the relationship and trust they had for the youth programs coordinator, Jon, was another important factor, and a few of the teenagers made that explicit as well.

Overall, the evidence does support the claim that there is very little programming available for teenagers in South Pittsburgh. That lack of capacity, in addition to the difficulty attracting teenagers who work part-time and the difficulty transporting them to programs, ultimately leaves the majority of teenagers drastically underserved.

Transportation

In the interviews that I conducted, I tried to interview a wide variety of stakeholders and institutions, and I met with people from foundations, nonprofits, teachers, churches, libraries, and youth themselves. These different perspectives did provide me with diverse points of view on most issues. However, the single issue that was consistently mentioned by every one of the aforementioned stakeholders was transportation.

The issue of transportation was brought up in several contexts. First, for many nonprofits and libraries that operate youth programs, the lack of reliable transportation prevents more youth from coming to their programs regularly because they simply cannot get there. Similarly, teachers at Brashear High School recognized the need for more reliable transportation after they had difficulty getting students to participate in afterschool programming. According to one teacher who attempted to hold programming after school, most students do not have access to reliable transportation outside of the school buses, and they simply cannot afford to stay after school and miss the bus.

Second, a few interviewees brought up safety concerns with transportation. According to one Pastor who operates a program out of Solid Rock Church in Knoxville, safety is a concern for parents with small children who do not want them walking to and from programs alone or at night. A representative from Jewish Family and Children Services, who operates a program for Bhutanese youth, noted that Bhutanese parents had concerns about youth in their community riding public buses at night.

Third, when discussing barriers to building new partnerships, the Hilltop YMCA mentioned that one barrier to forming new partnerships with organizations outside of their neighborhood was transportation. In some cases, in order to collaborate and be innovative with new programming, they would need to have a way to get youth to another outside location, which they did not often have.

Transportation is an issue all over the city of Pittsburgh, and the repercussion of that challenge is very apparent in youth programming in South Pittsburgh. To address this issue it will take creative solutions from a coalition of stakeholders who recognize the need for a change.

Lack of Funding Diversity

For nonprofits, having multiple sources of funding is crucial to survival. In South Pittsburgh, many organizations do not have the capacity to search for diversity in funding, or the capacity to write grants for larger foundations. This means that one small community foundation, the Birmingham Foundation, funds the majority of youth programming in the region, and single-handedly keeps most of the youth programs in this area alive.

The Birmingham Foundation funds thirty-one organizations out of the forty programs in the Hilltop (does not include Brookline or Overbrook). For those small organizations, the overwhelming majority of funding, or in some cases all of their funding, comes from the Birmingham Foundation. While this proves that the Birmingham Foundation is a critical asset to the Hilltop, it also highlights the seriousness of funding issues many organizations in South Pittsburgh face.

Just in the past few years, youth programs such as One Small Step, Community Works, Entrepreneur Youth, and the Voices Against Violence after school program have all had to shut down due to funding issues. With the average grant according to Executive Director Mark Bibro only being about \$50,000, and very little funding coming from larger Pittsburgh foundations, these small youth programs are always going to be at risk.

The lack of diversity in funding is one of the most critical issues facing youth programs in the region. For example, in Brookline, which is out of the funding range of the Birmingham Foundation, youth programs have essentially no source of reliable funding. In the Hilltop neighborhoods, some of the smaller nonprofits simply do not have the capacity to apply for grants from the Heinz Endowments or the Grable Foundation, leaving them vulnerable as well.

The two charts below highlight the issue. The first chart shows the average amount allocated to youth programs in Pittsburgh by larger foundations like Heinz Endowments, the Grable Foundation, the Birmingham Foundation, and others. This chart uses each foundation's annual report, with the exception of using the 990 of the POISE Foundation, to find the average the total amount given to youth programming each year from 2011 to 2014. The second chart shows the amount of funds that the Birmingham Foundation gives directly to organizations based in the Hilltop, that serve the Hilltop compared to the larger foundations. This chart used reported totals only for 2014 from each foundation annual report and website grantee lists.

Funds Given to Youth Programming Per Year in Pittsburgh

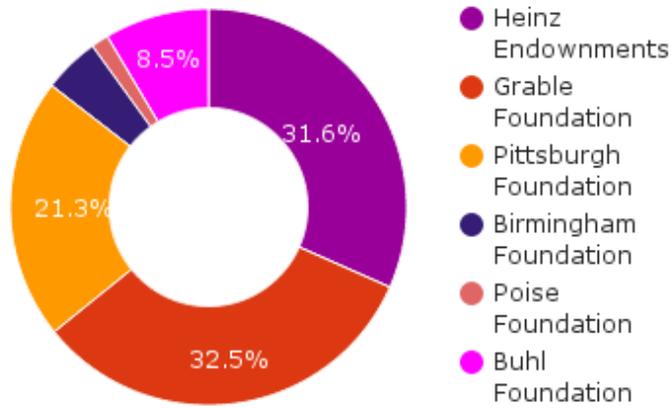


Figure 7: Average of Total Annual Funds Allocated to Youth Programming 2011-2014.

Funds Given Directly to South Pittsburgh Organizations Serving Youth in 2014

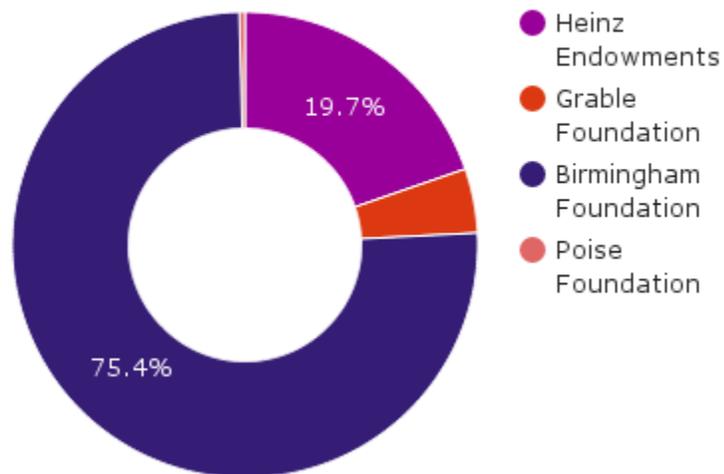


Figure 8: Total Amount Given by Each Foundation Out of all Funds Given directly to South Pittsburgh based youth programs in 2014.

In several interviews the sentiment that nonprofits do not collaborate with each other in the Hilltop came up. According to one foundation and one nonprofit CEO, this lack of funding options and resources was the main reason for the lack of collaboration. With the majority of funding in the region coming from one source, severe and harmful competition comes with it.

Neighborhood Gaps

One of the research questions that I asked in my interviews was about service gaps in specific neighborhoods, and the answers that I got were varied. Anecdotally, many people pointed to the neighborhoods of Allentown, Beltzhoover, and Knoxville as the neighborhoods that were the most underserved.

Upon first glance, it would make sense that larger neighborhoods like Brookline, Carrick, and Beechview would have more programs and serve more youth. However, the graphic on the following page highlights the disparities. The graphic shows the total number of youth that are served by programs in each neighborhood in proportion to the total number of youth who live in each of those neighborhoods according to the 2010 census.

Neighborhoods like Arlington, Knoxville, Southside Slopes, and Mt. Washington represent a few glaring gaps in services. The neighborhoods Allentown and Beltzhoover get the overwhelming majority of their numbers from the Brashear Association and Voices Against Violence respectively. Similar to the teen programming data, if you account for the ending of the Voices Against Violence after school program during the school year and take those numbers out of the equation, the Beltzhoover percentage drops to nine percent.

Another factor to consider is that this data does not include the Knoxville Library that is currently closed for renovation. The number of youth served in Knoxville should increase when it reopens. The Mt. Washington number also only accounts for the eastern half of Mt. Washington, since the scope of the research only went that far.

South Pittsburgh Youth Programs

	Number of organizations	Number of programs	Number of youth served	Percent of neighborhood youth served
Allentown	3	6	101	22%
Arlington	1	2	50	10%
Arlington Heights	1	1	20	19%
Beechview	6	13	338	20%
Beltzhoover	2	2	260	40% /9% school year
Brookline	10	22	872	33%
Carrick	9	25	781	40%
Knoxville	8	15	210	16%
Mt. Oliver	2	2	45	26%
Mt. Washington	2	3	37	3% (partial)
Overbrook	0	0	0	0%
South Side Slopes	1	1	10	2%
Region wide	5	10	1529	12%

Figure 9: University of Pittsburgh, *City of Pittsburgh Neighborhood Profiles Census 2010 Summary*.

Types of Programming Gaps

As with many of the interview questions, the question of where the gaps were in types of programming elicited varied answers. Answers ranged from sustainability focused programming, to career and skill building, to quality arts programs. Below is the data showing the types of programs that are currently offered, or the main purpose of the program, and then components of each program, such as STEM, athletics, arts and culture, etc. In this case, programs can be placed into two categories so the total will not be equal to one hundred. The numbers are taken out of the total of one hundred and two unique programs.

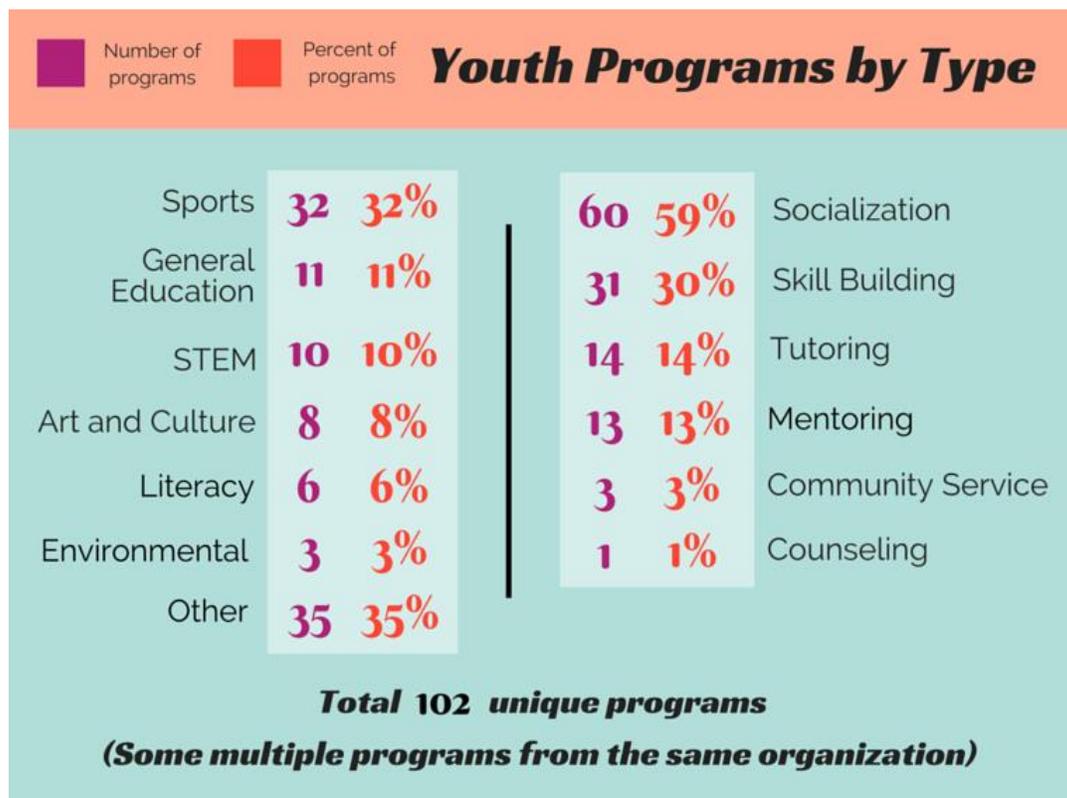


Figure 10: Youth Programs Inventory, *Youth Program Types and Component Areas.*

As shown by the data above, socialization dominates the youth programming space, while tutoring, mentoring, community service, and counseling programs are all underrepresented. When looking at specific aspects of these programs, sports make up about a third of the overall programming while arts and culture focused and environmentally focused programs make up eight percent and three percent respectively. The category "other" includes programming with no specific or varying components such as Boy Scouts, Teen Time at libraries, and SAT prep.

Marketing

Most organizations involved in youth programming in South Pittsburgh have either a website or a Facebook page, and many have both. Youth programs are split between being at capacity and being under capacity of youth served for varying reasons like transportation as mentioned before, but also due to the lack of capacity to market their programs.

This problem of marketing is especially present for libraries and recreation centers. These entities are essentially the only youth programs in the area that do not have their own website or Facebook page. Below is a screenshot of the Brookline page of the Carnegie Library of Pittsburgh website. The page has very little information about specific programming, much of the information is outdated, and they do not have a Facebook page or any social media presence.

Neighborhood Locations

- Allegheny
- Beechview
- Brookline
- Carrick
- Downtown & Business
- East Liberty
- Hazelwood
- Hill District
- Homewood
- Knoxville
- Lawrenceville
- Library for the Blind & Physically Handicapped
- Main (Oakland)
- Mt. Washington
- Sheraden
- South Side
- Squirrel Hill
- West End
- Woods Run

Departments

- Business
- Children's
- Film & Audio

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CLP – Brookline

708 Brookline Boulevard
Pittsburgh, PA 15226
412.561.1003

[Contact Us](#)
[View Map & Directions](#)

Hours:	Su	M	T	W	Th	F	Sa
	-	10-8	10-8	10-8	10-8	10-5	10-5

Events & Classes

- Teen Time**
Thursday, December 10 at 3:30 PM
- Homework Club**
Thursday, December 10 at 5:00 PM
- Crochet & Knitting Fun**
Saturday, December 12 at 1:00 PM
- Pokemon League**
Monday, December 14 at 3:00 PM

Figure 11: Screenshot of Carnegie Library of Pittsburgh Website, Brookline Page.

Both the libraries and the recreation centers share space on a larger website for the whole Carnegie Library system and all of the Citiparks facilities, but detailed and updated information on those sites is sparse. By talking to the teenagers who do use these public programs, it is clear that they hear about it solely by word of mouth. This grassroots

approach does work to bring youth in, but only for program coordinators who do it well, and only for youth that can be reached by those specific coordinators.

Below is an example of a Citiparks Recreation Center webpage. Like the library, information about programming is sparse and outdated, and there is no Facebook or social media presence.

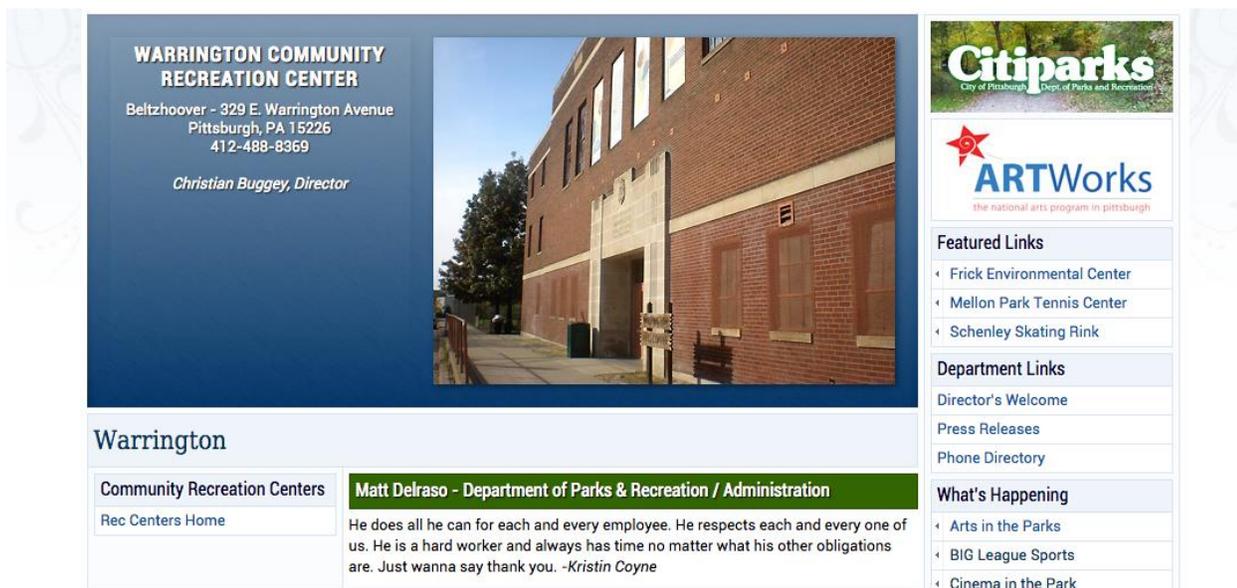


Figure 12: Screenshot of Citiparks Website, Warrington page.

The marketing tools that the libraries and recreation centers use across the board are print-out flyers that have information about specific programs for that month only. Programs at the recreation centers change almost every season, so in order for youth and parents to stay informed about program offerings, they would need to pick up a new flyer every month.

At the libraries, a few youth program coordinators found it challenging to attract teenagers to their programming using the mandated flyer layout. Two of them use their own marketing materials, and in fact, one program coordinator had to create and use their own teen programming flyers in secret, because the mandated flyers did not attract enough teenagers on its own.

The libraries and recreation centers are two extremely important assets to South Pittsburgh, and almost all of their youth programs are under capacity in terms of youth being served. Marketing, and specifically online marketing, is going to be a key factor in attracting more youth and teenagers to those public programs.

Immigrants and Refugees

The region on South Pittsburgh is attracting an increasing number of refugees and immigrants, mainly Bhutanese, Latino, and Hispanic. The data below shows that there is a gap in programming targeted to the refugee and immigrant population, and the three programs that do exist are also vulnerable to funding problems. For example, the Jewish Family and Children Services programs that offers college and career readiness training to refugee and immigrant populations is currently only funded for one year, and the continuation of the program is uncertain.

Another gap for these programs in particular is the gender gap. The Bhutanese Community Association of Pittsburgh offers a sports league for youth in their community that, while technically being offered to girls, serves mostly boys and young men. Because of this, there is essentially no programming that is targeted to Bhutanese girls, and no evidence that Bhutanese girls are participating in any programming.

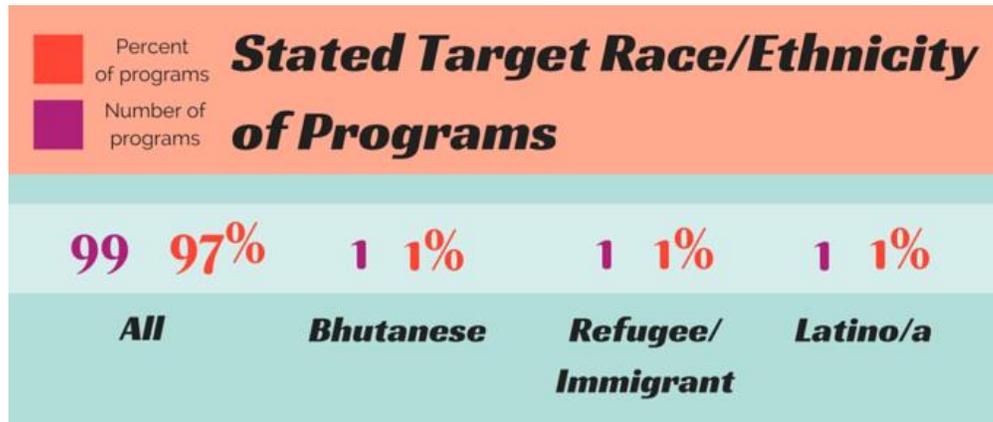


Figure 13: Youth Programs Inventory: *Programs by targeted race and/or ethnicity.*

As the refugee and immigrant population inevitably increases over the next few years, this infrastructure to serve that population has to grow with it. There are current efforts by the Bhutanese Community Association of Pittsburgh to increase their youth programming to include awareness of drug and alcohol issues. This program would be a good first step, but cannot be the only step.

Summer and Winter Programming Gaps

In a few different interviews, the idea of seasonal gaps was brought up, usually in reference to the winter gap. Inventory data shows that small, but significant seasonal gaps in programming do exist, not just in the winter but in the summer as well. The gap in the summer is attributed to large afterschool programs such as Big Brothers Big Sisters and Strong Women, Strong Girls ending programming in the summer, and other programming such as recreation center and library programming staying relatively consistent.

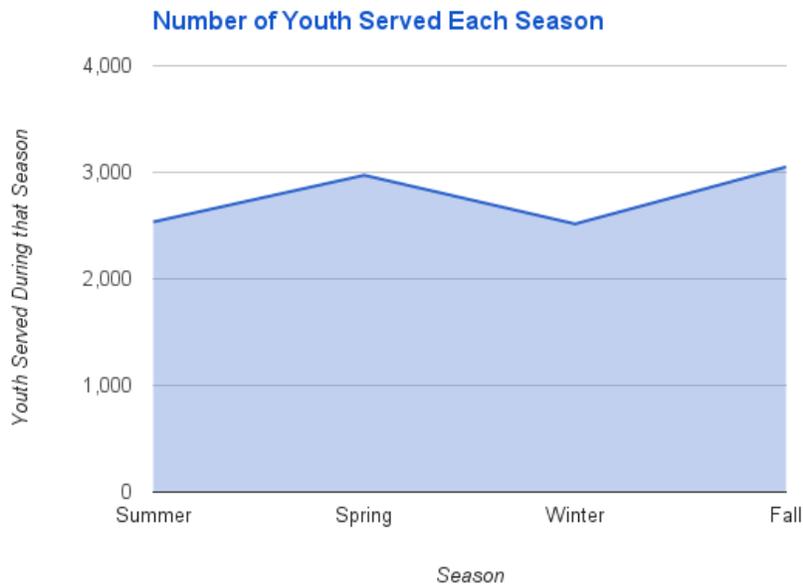


Figure 14: Youth Programs Inventory, *Number of Youth Served Each Season.*

V. Recommendations

This section will take some of the identified gaps and challenges and address them through policy recommendations and a recommended path forward is these efforts to improve youth programming in South Pittsburgh. All recommendations include models from other similar cities to follow, with resources to help in their potential implementation. More resources from the inventory and links for these models can be found in Appendix A.

Policy Recommendations

Online Marketing Strategies for Recreation Centers and Libraries

In the previous section, one of the challenges identified was marketing for public amenities like recreation centers and libraries. Both agencies use grassroots marketing tactics currently, so this will focus on ways in which they can improve their online marketing.

In my talks with teenagers, several of them did say that they had at least been to their closest recreation center. However, those same five teenagers claimed that they did not go regularly and had not been since they were younger. One basic strategy to complement the marketing efforts at the grassroots level is to capitalize on those contacts by asking them to "Like" a Facebook page or go to a website with detailed information and visuals that incites them to want to know more. Social media is also an effective, cheap, and easy tool to keep the community updated on special events and new programs, and to get community feedback.

Online marketing tools like modern websites and Facebook can remain centralized to entities like Carnegie Library and Citiparks, while still being unique to each community that these locations are serving. The City of Portland, Oregon is one good model to show how online marketing can be centralized but still be effective on a community level.

First, the Portland Recreation Centers are called "Community Centers," and host community events in addition to physical recreation and youth programs. Below is an example of one location's page on the Portland Parks and Recreation website.

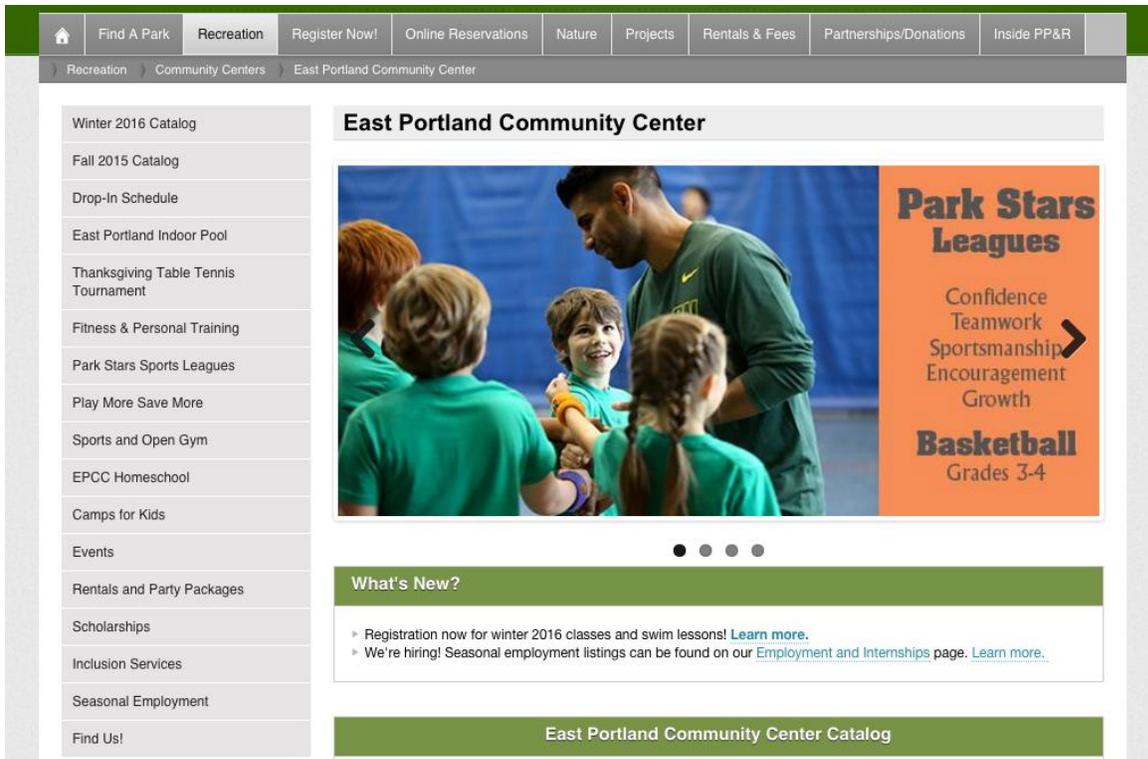


Figure 15: Screenshot of Portland Parks and Recreation Website, *East Portland Community Center Page*.

On the left hand side there are organized links to seasonal schedules, activities, events, and camps for youth. On the bottom of this front page is a small and simple banner with the option to search for activities, rent a space, or plan a party.

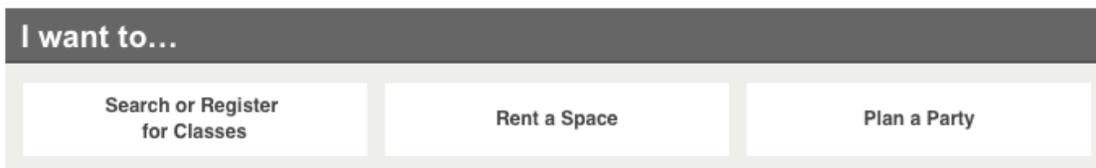


Figure 16: Screenshot of Portland Parks and Recreation Website, *East Portland Community Center Page*.

If you go to the Search or Register for Classes, it brings you to a very extensive, searchable program database containing information about programs from all of Portland's Community Centers. The screenshot of this page is below.

Search by keyword OR number View As: Sort By:

Filter Search By: Displaying: 1-5 of 5  

Location:	Name	Number	Day(s)	Location	Total Open	Date	Time	Fee and Action
Hillside Community Center	After School - Rise Program: 3 days/week	1016264	--	Hillside Cmty Ctr	Yes	Thu, Aug 27		Check details for fees <input type="button" value="Add to Cart"/>
Geographic Area: All	After School - Rise Program: Drop-in	1014885	--	Hillside Cmty Ctr	Yes	Thu, Aug 27		Check details for fees <input type="button" value="Add to Cart"/>
In progress now	After School - Rise Program: Monthly/10+ Days	1014871	--	Hillside Cmty Ctr	Yes	Thu, Aug 27		Check details for fees <input type="button" value="Add to Cart"/>
Days of the Week: Su Mo Tu We Th Fr Sa	Basketball League - Park Stars @ Hillside: G K-2	1037287	We, Fr	Hillside Cmty Ctr	0	November 4, 2015 to December 16, 2015	4:30pm - 5:30pm	Check details for fees <input type="button" value="+ Wish List"/>
Starting Date: From To	Basketball	1037288	We, Fr	Hillside Cmty Ctr	0	October 21, 2015 to	4:30pm - 5:30pm	Check details for fees
Starting Time: From To								
Season: All								
Activity Category: All								
Age Group: 4. Youth (School Age/ 5yrs - 17yrs)								
Type: All								

Figure 17: Screenshot of Portland Parks and Recreation Website, *Program Finder*.

Not only can parents and community members access information about community center programs through the website, but most locations have their own Facebook page. The example below is of the East Portland Community Center's Facebook page that has an impressive 3,637 people that regularly receive information.

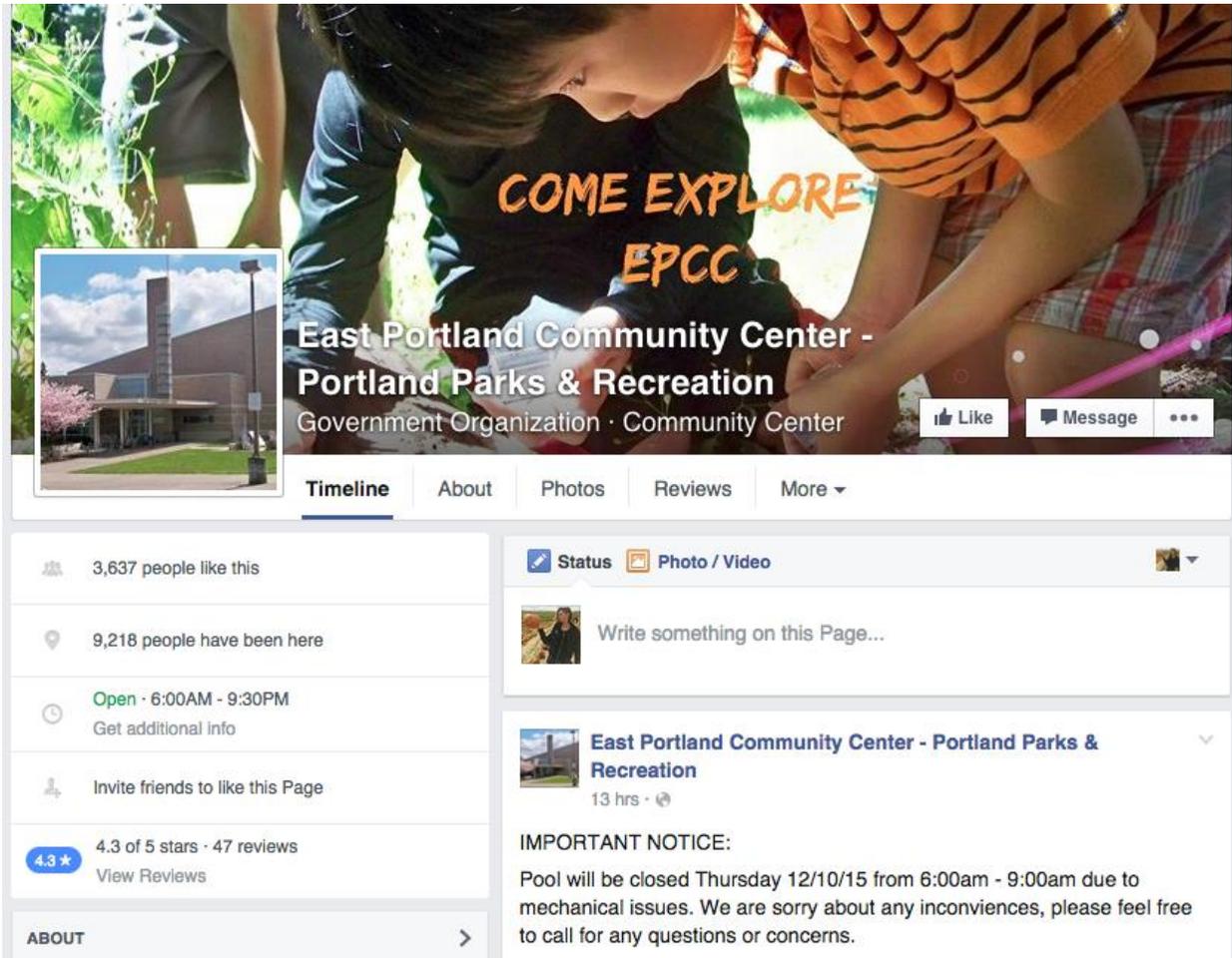


Figure 18: Screenshot of East Portland Community Center - Portland Parks and Recreation Facebook.

The Carnegie Libraries can be marketed online in a very similar way through an easy to use website, with more detailed and updated information, and a basic social media marketing strategy. In my discussions with teens, it was brought up several times that they relied on Facebook to stay updated on clubs and events. Online marketing and social media is, and will be, a crucial aspect of all successful grassroots marketing strategies.

Recreation Center Hours and Space

It is also clear that the Recreation Centers in South Pittsburgh simply do not have the capacity to meet the needs of youth and teenagers in the area. At the Phillips Park Recreation Center, youth and teenagers have recently started being forced out of gym facilities by a new, relatively small afterschool program that is in its pilot stage. At Warrington Recreation Center, teenagers are forced out of the facilities at six P.M. where they then congregate in the parking lots and areas around the center with nothing to do.

The Arlington Recreation Center is essentially just a gymnasium, and only has the spatial capacity to serve at most fifty people at a time.

Even without quality programming for youth and teens, there is a basic need for public spaces or safe spaces where teenagers can hang out with their friends and literally stay off the streets. This does not require programming, but simply creative options for public space that welcomes youth and teenagers to play and have fun. Whether this is increased spatial capacity in Recreation Centers or Libraries, playgrounds or basketball courts, a relatively simple and long term solution to gaps in youth and teen programming is the availability of space for that age group to use.

My recommendation here is to take a closer look at the lack of physical, outdoor or indoor space that is currently available for youth, and either seek to expand on what is there, or create new spaces for this purpose.

Transportation

To address the identified gap of transportation, one recommended model comes out of Detroit, Michigan. A transportation program called the Youth Transit Alliance came up with a creative way to address the transportation issues facing their after school programs.

According to a Model D Media report, the Youth Transit Alliance was formed by area youth development nonprofits, including Congress for Communities, Chadsey-Condon Community Organization, and the Skillman-funded Partnerships for Youth Initiative, which fosters collaboration among a network of over ninety youth service organizations in six neighborhoods across the city. These stakeholders recognized that the lack of an adequate transportation system impeded the ability of youth in their neighborhoods to participate in programs or extracurricular activities.

To solve this problem, the coalition of youth service organizations reached out to the Detroit Bus Company, a private transportation startup, to create a custom bus route for youth who were participating in afterschool programs. Instead of running a fixed route, the Detroit Bus Company crowd sources their routes, which saved money and time that it would have taken to get youth to and from programs. Before and after programming, youth can wait at "safe zones" that have been designated by the partners as places for youth to stay while they wait to be picked up.



Figure 19: The Detroit Bus Company, 2013.

With this model, instead of each program getting its own van, which comes with high maintenance and gas costs, a collective community bus drastically reduces those costs and frees up other resources for organizations to put back into their programs.

This model out of Detroit is relatively new, and this type of transportation program for youth is not common. However, with the right stakeholders and the right resources focused on the issue that was the most talked about inhibitor of youth programming, it can be successful in South Pittsburgh.

Collective Impact Model

In order to bring the right stakeholders and the right resources together, and to really address some of the systematic issues that were highlighted in the Gaps and Challenges section of this report, there has to be the infrastructure to foster collective action.

Throughout my research I talked with representatives from various youth program collaborations around Pittsburgh such as the Mckees Rocks Youth Partnership, the Hill Youth Partnership for Enrichment (HYPE), and with Remake Learning (a city-wide resource to youth programs).

All of these partnership organizations are based around the idea of collective impact. This is the basic idea that in order to achieve real social impact on a large scale, no one organization can do it alone. Real and large scale change comes when different stakeholders decide to work together, commit to a common vision, and support each other in the real and difficult steps that it takes to accomplish that vision.

“Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants.” - Stanford Social Innovation Review

Figure 19: Quote from the Stanford Social Innovation Review, 2011.

This model is not new to Pittsburgh. Remake Learning's Play Book for Building Collaborative Innovation Networks for Teaching and Learning describes a similar formula for Network Support Strategies. In Mckees Rocks, the Youth Partnership's new steering committee has begun work on their common vision of increasing parent engagement in youth programming. Replicating it for neighborhoods in South Pittsburgh will not be easy. However it will be a necessary first step towards addressing the issues highlighted in this report.

The most critical recommendation to come out of this research is the recommendation for the funding and support of a centralized entity to focus on improving youth programming in South Pittsburgh. In order to achieve community support, maximize resources, find creative solutions to common challenges, and increase the capacity of the current youth programs, a centralized infrastructure is crucial. No one organization or even a group of organizations has the capacity to solve these issues. This dedicated staff person or persons will work to organize community groups, organizations, and institutions towards one common vision, and be there as a resource to help guide them through the process of realizing it.

A few examples of where this centralized infrastructure could have an impact include: 1) fostering new partnerships between organizations serving youth 2) adding grant writing capacity for small nonprofits to diversify funding sources, 3) organize steering committees and advisory committees to work on specific issues, 4) monitor a robust, shared measurement and benchmarking system, 5) communicate between community based organizations and larger institutions in greater Pittsburgh, and 6) organize partners and stakeholders to achieve large scale, creative solutions to common problems.

Initially, what this entity looks like is the hiring of one full-time person. It is also my recommendation that this person be a resident of the communities that they are serving. In order to garner trust, and therefore truly develop community assets, the person hired should be part of the community themselves.

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Appendix A

[City of Portland Parks and Recreation Website](#)

[East Portland Community Center Facebook Page](#)

[Youth Transit Alliance in Detroit](#)

[The Skillman Foundation Youth Development Alliance](#)

[Collective Impact Model in New Orleans](#)

[Collective Impact Model - Stanford Social Innovation Review](#)

Inventory Links

[Youth Programs Inventory Spreadsheet](#)

[Youth Programs Google Map](#)

[Census Data with Age Breakdown](#)