

UNIVERSITY OF PITTSBURGH
COMMUNITY OUTREACH PARTNERSHIP CENTER

FINAL REPORT ON WORK PLAN AND ACTIVITIES

August 28, 2000 – August 31, 2004

Submitted by

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INTRODUCTION

The following is a *detailed discussion of the specific achievements and outcomes* for the University of Pittsburgh's Community Outreach Partnership Center grant from August 28, 2000 to August 31, 2004.

All activities/tasks and accomplishments under the University of Pittsburgh's COPC grant (2000-2004) have been detailed in regular bi-annual reports submitted to the Office of University Partnerships (OUP) on a timely basis. In addition, these reports were disseminated publicly through the COPC website (www.pitt.edu/~copc). Further, while the COPC grant continued under a no-cost extension into 2004, a report on the first three years of the COPC was prepared and widely distributed (see attached). University and community partners hosted a three-year COPC celebration and report to the public in October 2003, and the *COPC Three-Year Report* was made available on the COPC website.

Accomplishments of the COPC and its university and community partners were also frequently cited in University of Pittsburgh publications and newspapers, which were routinely appended to OUP six-month reports. Prudent use of HUD and other funding allowed the COPC efforts to continue through summer of 2004, and six-month reports of activities and outcomes have continued. Summary discussions of key activities and outcomes under the COPC are detailed below.

As COPC grantees frequently note, the realities of community problem solving often lead to differing efforts and outcomes that necessitate changes to work plans, and in this COPC's experience these have, more often than not, enhanced the work output rather than reduced it. Still, changes or issues in community partners and other external factors have minimally

impacted COPC outcomes. One of the most striking benefits of the COPC experience is the synergy or “COPC effect” that draws to the effort new university and community partners with new ideas and resources. While this synergy often aided existing work, it also produced other activities and directions that were beyond the scope of the original COPC. The work and partnership developed through this synergy were responsible for developing the scope of work for this New Directions application. Overall, the COPC did very well in fulfilling its goals and objectives.

Category 1. Housing

The COPC worked from the existing University’s Housing Resource Center (HRC) to develop a "one-stop housing, fair housing and neighborhood revitalization resource shop" for university students and staff and community residents. (The current HRC was previously focused mainly on student housing needs.) This Community Housing Resource Center (CHRC) was staffed by student interns and OPDC staff to provide essential housing and housing-related information for the needs of current and future residents, community-based organizations, students and staff, and persons with physical and psychiatric disabilities. The CHRC serves as a clearinghouse for renters, potential homebuyers, landlords in the target area considering property inspection, and businesses in the target area which need housing and demographic information. The CHRC provides advice on tenant recourse for substandard housing problems. The CHRC works with community partners to market neighborhoods to University/UPMC employees.

Activity 1.1 Promoting Homeownership and Housing Improvement in Oakland

CHRC, with OPDC, developed and provided information on tenant-landlord issues, loans and programs for: housing improvements, home purchase education and assistance, rental assistance,

and credit counseling. Employee Assisted Housing is currently the focus of the University Senate's Community Relations Committee, which conducted a survey in 2004 to gauge employee interest in homeownership in COPC neighborhoods. While the survey had a limited response, the nearly 100 respondents expressed an interest in knowing more about homeownership opportunities in the surrounding COPC neighborhoods and desire more information on employee assisted housing resources.

Major Tasks Under Work Plan

1. HRC website connection with the CHRC was completed Spring 2001.
2. Developed and updated tenant rights information, university rental guide (online), marketing materials for OPDC's units, facade/home purchase program information. Law student interns developed tenant rights and code guidebooks that were placed on the CHRC and COPC websites.
3. Initially three satellite outreach offices were to be established in COPC neighborhoods. This was too ambitious an agenda for us. We encountered delayed completion of one partner's new office (HI), leadership changes with our West Oakland Partner, and lack of movement toward Phase II development in Oak Hill HOPE VI. Currently, Central Oakland is fully set up in a storefront below community partner OPDC; Hazelwood is partially set up with completed housing survey database; West Oakland/Oak Hill are not set up but can be served via the Central Oakland CHRC, as was recently demonstrated when four of five OPDC rehabbed houses on Chesterfield Street in West Oakland were sold to University or UPMC employees.
4. Students were trained to access web site and to assist residents. We believe there needs to be more marketing and promotion for this service, and location is also key, i.e., resident

walk-in traffic in the CHRC is more likely at the Atwood Street storefront than the University Housing Resource Center in North Oakland

5. Formal evaluation of the HRC has not occurred as planned due to the lengthy illness of the HRC Director who retired this past academic year.
6. Updated Oakland Housing Survey Information was used to revise marketing/web materials. OPDC has updated web materials (www.virtualoakland.org) and is in the process of updating printed materials on its Oakland housing inventory.

Intermediate and End Products

- Web site for HRC and marketing materials were developed and the neighborhood canvassed three times door-to-door by student volunteers.
- HRC community satellite offices established – Oakland CHRC fully established and Hazelwood partly established due to delay in Hazelwood Initiative moving into permanent space. Oak Hill/West Oakland not established as all Phase I housing was filled quickly, and Phase II has not begun; West Oakland is served from Central Oakland CHRC.
- New Homeowners/Rental Guide produced – Homeowner and renter informational materials were developed for both online HRC/CHRC website and for neighborhood distribution – three door-to-door distributions.

Impact Objectives

- Targeted population educated – Over 2,000 residents received materials in each of three neighborhood distributions. HRC and satellite offices trained/using web site – website is available for use at HRC and satellite offices.
- Three community home-buyer workshops were conducted in collaboration with OPDC. Three cohorts of students (4-6 per cohort) were trained by HUD's Pittsburgh Regional

Office in homeownership and related financial counseling to conduct home-buyer workshops in COPC and other neighborhoods as asked by HUD. This training was also coordinated through GSPIA's Community Development Work Study Program (CDWSP) funded by HUD-OUP, and all CDWSP fellows in 2003 undertook the training. Students working at CHRC also complete this local HUD training. COPC also supported the City-wide HUD Home Ownership Express bus tour to Pittsburgh and provided campus space in Oakland for homeownership counseling tents during tour.

- A Working Group on Housing formed to bring University, community, and public officials together to seek housing improvements in Oakland. The Working Group on Housing continues to meet on a monthly basis as an outgrowth of COPC.
- Evaluation of CHRC activities conducted in years 2 and 3. CHRC efforts were discussed at regular, monthly meetings of the COPC Working Group on Housing.
- We are now able to track the number of new home owners and transactions, and COPC has provided OPDC the database and capacity to track housing transactions. This information is available on the website.
- Increased on-campus housing has begun to slow the demand for substandard housing as more units are taking longer to rent, but it is uncertain whether slum landlords have just found other tenant victims.

Activity 1.2 Update Oakland Housing Survey and Improve GIS Capacity

The Graduate School of Public and International Affairs (GSPIA) worked with OPDC to update the Oakland Housing Survey and provide technical assistance on databases development, particular for GIS.

Major Tasks and Work Plan

1. Improved OPDC GIS capacity. GSPIA graduate student assistant provided technical assistance to OPDC to improve its GIS capacity. There are now 2 computers with GIS program installed and two staff able to use it.
2. Completed studies of *Meyran Avenue* (2001), *Pier Street* (2002) and *Oakland Square* (2003); all reports are available on the COPC website.
3. Student updated Oakland housing databases. Completed census tract 405 (Central Oakland) through August of 2001. Completed census tract 409 through 2003-2004.
4. Databases are available through the revised www.virtualoakland.org website.

Intermediate and End Products

- Baseline data established for housing surveys.
- Oakland housing survey is updated.
- GIS enhancement of OPDC and OPDC website updated.
- Street studies on Meyran Avenue (2001), Pier Street (2002), and Oakland Square (2003) conducted in Professor Deitick's Neighborhood and Community Development course.

Impact Objectives

- Data is now used by OPDC and OCC to track property changes in regards to sales, zoning variances, and code enforcement.

Activity 1.3 Promoting Healthy Homes in Oakland – COPC increased awareness on standards for healthy homes through distribution of educational materials, with particular emphasis on health and safety codes. Work has expanded to a new OPDC-OCC initiated environmental and beautification project, Keep It Clean, Oakland (KICO).

Major Tasks and Work Plan

1. Healthy homes standards are included in brochure and HRC web page since 2001.
2. Develop and distributed brochure for tenants and property owners in 2002 and 2003 in major neighborhood “door-hanger packet” canvassing conducted by dozens of student volunteers during fall move-in
3. An online rental guide on the housing resource web sites has included healthy home information since 2002.
4. Focus group research on Oakland housing issues conducted in 2002.
5. Brochure/informational materials were revised and distributed by student volunteers in 2003 and 2004 through OPDC and updated online in conjunction with major Oakland move-in/move-out and the “Keep It Clean Oakland” campaigns.

Intermediate and End Products

- Rental guides for housing meeting standards for healthy homes were completed and distributed, as well as put on HRC/CHRC web sites.
- Standards for healthy homes were developed and include in brochures and web sites.
- Reports on focus group research on Oakland housing produced and distributed 2003.
- Keep It Clean, Oakland developed and distributed tenant/resident fliers with information on trash and recycling pick-ups, code enforcement, tenant/landlords rights, community organization meetings, and other housing related resources during student move-in/move-out periods.

Impact Objectives

- We assume that there has been an increase in awareness of health home standards, with over 2000 brochures now distribute twice yearly in spring and fall. Code enforcement

and other legal actions taken by student and owner residents separately and jointly is a further indication of community awareness of and action on healthy home standards.

- HRC continues to maintain a database of rental properties improved and meeting inspections. Home owner residents have not been assessed.
- Keep It Clean, Oakland (KICO) remains an active initiative operating twice yearly major trash pick-ups for student moves, “adopt-a-block” volunteer clean-up campaign, United Way Day of Caring clean-ups, and tenant/resident informational material distributions.

Activity 1.4 Building and Zoning Code Enforcement Inspections - The University

continues to pay the City of Pittsburgh half the salary and benefits for the Senior Residential Building Inspector. However, this arrangement is now up for renewal and community concerns with the Building Inspectors relationship with slum landlords have intensified. Using database and focus group information OPDC and the University, through a COPC Working Group on Housing, embarked on joint advocacy effort (2002-2003) that revised the code enforcement process, which is now handled through the Mayor’s Service Center.

Major Tasks and Work Plan

1. There are now monthly meetings with the Bureau of Building Inspection and a quarterly meeting of the Interdepartmental Code Enforcement Task Force. This task force includes representatives from BBI, Environmental Services, City Planning, the Oakland Business Improvement District, Oakland Community Council, and Oakland Planning and Development Corporation. Violations are being reported to the Mayor’s Service Center. The Zoning process has been modified and the court system has been better utilized.

Several lawsuits have been filed against absentee landlords and won; however, maintain legal representation through appeals is an issue.

2. Materials have been developed and distributed to inform violators of inspection process and for listing with HRC.
3. Oakland Community Council has created a tracking system for code violations. Due to the city's budget constraints, it has been difficult to obtain the necessary reports from the Mayor's Service Center. The system is in place, but it is not being maintained.
4. HRC includes "certified" properties in available housing database for web users and this listing is growing the number of "good" landlords. However, some concern has arisen that absentee landlords may get one property inspected and use this listing to steer students to uncertified properties. An undercover operation is in process to assess this situation.

Intermediate and End Products

- Meetings with the Building Inspector and Code Enforcement Task Group occur monthly. The system for monitoring building codes has shifted to the Mayor's Service Center.
- A building code violation data base exists, but it has not been very successful for tracking the complaints over time, due to the city's inability to produce regular reports. OCC maintains a manual record and documentation of properties violating code and zoning regulations in Oakland.
- The available properties for rent database of HRC include only properties that passed the building inspection. We have not yet been able to implement a landlord/property management research study on student rentals in the Oakland neighborhoods; however, the Working Group on Housing continues to pursue this study.

- Lawsuits have been brought against absentee/negligent landlords, including use of the new “Private Right of Action” (PRA) for neighbors to take neighbors to court. Residents, with the help of Oakland Community Council have organized and shown their opposition to certain zoning decisions or violations, and a legal defense fund to respond on landlord zoning and code violations has been established. The first successful PRA was taken by Pier Street neighbors, who used a GSPIA class report, *Pier Street* (2002), to initiate their efforts (see section 1.2)

Impact Objectives

- Educational brochures (tenant rights, building and safety codes, etc) have been created and distributed to residents in now regular bi-annual neighborhood canvassing.
- The University Housing Resource Center maintains the number of properties inspected and certified. Over 100 properties have been improved through inspections, and this has increased the standard of rental housing.
- The City of Pittsburgh and the University of Pittsburgh split the salary of a building inspector dedicated to Oakland. In addition, an interdepartmental code enforcement task force has been formed, and there are monthly meetings with the Bureau of Building Inspection to monitor the enforcement process with code violation monitoring through the Mayor’s Service Center.
- OCC and OPDC have established a legal defense fund and have successfully made or fought appeals to prevent or reverse zoning changes – primarily conversions of single-family to multi-person units. Residents and CBOs have pursued “private right of action” suits successfully.

Activity 1.5 Affirmatively Furthering Fair Housing Choice in Target - With the reorganization of the Fair Housing Partnership of Greater Pittsburgh between 2002 and 2003 this activity has not been a major focus. COPC worked with FHP to conduct one investigation of discriminatory rentals to immigrants and international students and resident. Information on fair housing resources and standards has been available through the CHRC, HRC, and on the HRC website. Housing issues for mentally disabled remain a focus of the Working Group on Housing, and issues of discrimination are also part of this group's agenda.

Major Tasks and Work Plan

1. Fair Housing Partnership conducted informational sessions as part of the COPC Working Group on Housing during meetings in 2001. HRC provides fair housing education and outreach services in cooperation with our community partners to landlords, homeowners and renters, community organizations, and the University/UPMC community to educate residents about rights and obligations under Federal and local fair housing laws.
2. HRC staff and CHRC students have been trained on client referrals, including the FHP legal services and distributed fair housing information in the community and at the CHRC where a referral process to FHP was established for fair housing inquiries and suspected cases of housing discrimination and provided legal services, as needed
3. Using the findings of the City of Pittsburgh's Analysis of Impediments to Fair Housing Choice, the University Center for Social and Urban Research in 2002 benchmarked the housing environment in the target neighborhoods vis-a-vis other City neighborhoods to identify specific areas of needed resource allocations.

4. Peoples Oakland addresses fair housing issues of disabled persons and Community Human Services' supported-housing programs addresses fair housing issues of homeless individuals and families.
5. A COPC student intern was trained to conduct fair housing audits, specifically on FHP investigations on discriminations toward immigrants and international students (2002). This issue was later explored with a focus group of international residents in Oakland.
6. One graduate student served an internship with FHP to investigate fair housing complaints.
7. Fair housing workshops were conducted for single-female heads-of-households participating in the University-Community Career Development Partnership, the COPC Job Training program

Intermediate and End Products

- Fair housing education was done as part of all housing information distributions, as well as on HRC/CHRC websites.
- A Fair Housing enforcement referral process was established for the CHRC.
- A Capstone course was not implemented on Fair Housing as hoped.

Impact Objectives

- Raised community awareness of fair housing issues and gaps in the COPC neighborhoods, specifically the issues of immigrant/international residents and housing needs of the mentally disabled, who are most often among the homeless. Working Group on Housing, and community partner, Peoples Oakland, remains a strong advocate for this population in Oakland.

- Supported community partner efforts to further fair housing opportunities for protected groups, disabled persons, elderly, homeless, immigrants, female-headed households.
- Fair housing audits, research, and benchmarking were only partly conducted by students and faculty owing to reorganization of FHP. Residents were engaged in focus groups that included issues of fair housing.

Activity 1.6 Focus on Allequippa Terrace/Oak Hill - The HRC was to have assisted Beacon Corcoran Jennison Partners (BCJ) with developing and disseminating the marketing materials and marketing the Oak Hill HOPE VI to University graduate students, faculty and staff, but BCJ conducted these activities in 2000-2001 before the CHRC was established in Oakland. Oak Hill includes new homes for sale, market rate rental, and low-income rental. A component of marketing included exploring with Fannie Mae and University Employer Assisted Housing Program (EAH). This EAH concept is still under exploration.

Major Tasks and Work Plan

1. Marketing materials for rental and sale housing at Oak Hill were developed and targeted to the University community in 2000-2001.
2. BCJ marketed to students, and Phase I is fully occupied, though marketing was not how University intended.
3. A survey was developed and conducted to determine the need for an Employee Assisted Housing Program offered through the University of Pittsburgh in COPC communities. The online survey showed nearly 100 respondents with an interest in homeownership in COPC neighborhoods and wanting more information on Employee Assisted Housing. Meetings have been held with Fannie Mae and University administrators to discuss such initiatives.

Intermediate and End Products

- Marketing plan for Allequippa Terrace/Oak Hill was developed, but rental of Phase I did not require serious COPC involvement.
- Efforts are still underway to establish an EAH with Fannie Mae for the University/UPMC, and an online homeownership and EAH survey was conducted in 2003-2004.

Impact Objectives

- A majority of Oak Hill homes sold or apartments were rented to University undergraduate students and not the graduate students and employees as planned. COPC will be looking to correct this marketing focus in phase II of the HOPE VI to start later in 2004.
- Summer of 2004 with marketing support through COPC within the University and UPMC, OPDC sold four of its five renovated houses on Chesterfield Street in the West Oakland neighborhood to first-time, home-buying University and UPMC employees.

Activity 1.7 Hazelwood Housing Inventory – Faculty and students from several disciplines, including GSPIA, SSW, and Urban Studies, worked with the Hazelwood Initiative to develop a housing inventory and other community studies that could be helpful in planning for housing development in Hazelwood. The Hazelwood Initiative and its Planning and Development Committee is now actively engaged in a community-wide planning process that is drawing on COPC supported inventories and studies.

Major Tasks and Work Plan

1. Two graduate and one undergraduate interns collected housing data, including property sales, conditions, and vacancies, supplemented with secondary data, public records, and

visual inspections of the neighborhood. The Hazelwood housing study was presented at various community meetings in 2002-2003.

2. Housing report and census data provided to help HI plan future housing activities, including new housing.
3. Professor Deitrick's Neighborhood Initiatives class used these data, fair housing research of Fair Housing Partnership, and other secondary data in their class analysis of Hazelwood. A report, Hazelwood Connections was published by this class and is available on the COPC web site.
4. HI used the Housing research for marketing purpose to begin planning for new housing development; The agency has entered into a collaborative with Pittsburgh Housing Development Corporation and Hanson Design to develop the homes.
5. Hazelwood Pictorial/Historical essay report of the housing stock in Hazelwood completed by an Urban Studies undergraduate student 2001-2002. Report illustrated the change in housing in the neighborhood over time, and it is available on the COPC web site.
6. GSPIA capstone course on Hazelwood in 2001 produced a report, ***Hazelwood: Making New Connections*** that examined community revitalization priorities for the neighborhood.
7. COPC's EAH survey is now assessing the feasibility of marketing housing in Hazelwood for purchase or rental by Pitt's staff, faculty, and graduate students

Intermediate and End Products

- Develop Hazelwood housing conditions, transactions database. Completed survey in 2001 and produced supplement in 2003.

- GSPIA capstone seminar produced report, *Hazelwood: Making New Connections* (2001) that is available on COPC website.
- Urban Studies undergraduate student used her internship and Hazelwood database work to produce a Photo Essay of Hazelwood housing past and present that is available on the website.
- Linked Hazelwood housing information to CHRC services and the new HI offices.
- Develop Hazelwood housing marketing tools for sales, restoration, and rehabilitation, including:
housing study, census data collection, and inclusion of Hazelwood in EAH survey

Impact Objective

- Linked student assistants to HI and other neighborhood groups to build neighborhood capacity to maintain information system. This work continues very strongly and is resulting in proposal for community development based on this informational capacity.
- Enhanced HI planning capacity by using database and information systems for ongoing Hazelwood three-year community planning process. Completed successfully and continues to be cited and refined.
- Improving housing conditions in neighborhood by upgrading properties, attracting residents, and increasing home ownership rates and stock of good, affordable housing is a work in progress. Quantitative goals are now being set in the neighborhood plan.
Housing development in Phase 1: of this plan will include site acquisition.

Category 2. Neighborhood Revitalization

Activity 2.1 Development of Allequippa Terrace/Oak Hill Food Pantry - Urban Studies

Program student interns working with a faculty coordinator under COPC assisted the Residents Council to build the capacity of the organization to operate and expand the food pantry and help them successfully seek additional funding and community resources.

Major Tasks and Work Plan

1. Urban Studies Program worked with Residents Council to identify a community resident to staff (paid) the Food Pantry due a successful grant request. (2000)
2. Student interns helped coordinate with other agencies and churches interested in participating in regular food drives throughout the COPC grant period.
3. Interns and faculty worked with staff to develop skills of a volunteer residents corps to organize the food pantry, recruit individuals to unload truck each month, coordinate with other agencies, and search for additional funding in order to continue to augment the monthly food allotment.
4. Interns worked with Residents Council to link the food pantry to other COPC educational and health care programming on an ongoing basis.
5. Urban Studies students maintained a volunteer service project in support of the Residents Council's food pantry including delivery of food and other support for elderly shut-ins
6. Urban Studies/Honor College student working with Residents Council to develop a Neighborhood Nutrition Initiative in Oak Hill.

Intermediate and End Products

- Funds were raised from foundations to continue providing adequate monthly food allotments and pay for part-time food pantry staff

- Education and health outreach activities were conducted during food distributions.
- Neighborhood nutritional issues developed into food pantry project in COPC New Directions application.

Impact Objectives

- Expanded the pantry's monthly food supplies with more nutritional and fresh items.
- Expanded Residents Council's capacity to run the food pantry and established an ongoing volunteer corps as a committee of the Residents Council.
- Established regular, ongoing food drives in more agencies to support the food pantry.

Activity 2.2: Community-Family Resource Workshops - The HOPE VI Evaluation survey in Allequippa Terrace indicated the need for informational workshops to discuss how families can address community issues such as crime, youth violence, teenage pregnancy, un/under-employment, poor school achievement, and others. The Residents Council and the neighborhood Family Support Center worked with the COPC to organize a quarterly series of topical workshops in 2002-2003 to help identify community resources, build faith-based capacity, empower residents, and promote a greater sense of community in the neighborhood. Community-Family Resource Workshops linked residents to community organizing/capacity building activities under the COPC Neighborhood Revitalization activities.

Major Tasks and Work Plan

1. Worked with Residents' Council to identify current and pressing problem areas for these community-family resource forums. (2001-2002)
2. Identified faculty, community experts, and residents to participate in the Workshops.
3. Quarterly workshops were held in 2002 and 2003 in conjunction with food pantry distributions and in conjunction with Residents Council meetings.

4. Promotional materials on community services available to Oak Hill residents were prepared and distributed at key community meetings.

Intermediate and End Products

- A directory of community resources for Allequippa Terrace/Oak Hill was developed and distributed to residents through Housing Opportunities Unlimited (HOU) case managers and at Oak Hill Resident Council meetings.
- Focus sessions were used to evaluate the workshops.

Impact Objectives

- Capacity building strategies for families and the community were generated from the workshops – a group from the Residents Council completed the SSW Catalyst for Community Building grassroots leadership training over 20 weeks in 2002.
- Interest and participation were enhanced in that feedback from sessions and capacity building training was used to develop the Oak Hill/West Oakland Active Living community agenda for New Directions.
- Participants are more aware of resources and are better able to access needed services, as indicated in the Oak Hill HOPE VI Evaluation Study.

Activity 2.3 Hazelwood Community Communications

Major Tasks and Work Plan

1. An undergraduate, Journalism/English major was recruited to assist on communications writing several articles for the Hazelwood Homepage during 2001. Student writing was strong; however, selling advertisement was more difficult. Subsequent interns have all conducted issues research, interviewed community members, and written articles.

2. Communications Committee was formed in early 2001 with support from a SSW intern, and the Committee continues to exist as standing committee of HI and meets monthly to plan the following month's issue of the Homepage and suggest necessary changes to the website.
3. COPC provided capacity building training and technical support to HI with *Pagemaker* software and training for the Communications committee and interns (2001-2002), and COPC provided HI with new computer and printer (2003)
4. Several interns have continued to work with HI's staff on brochure creation and planning for distribution. Brochure will be used as an informational, member recruitment, and fundraising tool. Interns also produced a short PowerPoint presentation for HI's Open House and a comprehensive PowerPoint presentation for external constituents (2003). Interns also are assisting HI's coordinator in production of an Annual Report for 2003.
5. COPC advised HI on production of its website and identified appropriate technical links
6. The *Hazelwood Homepage*, a 12-16 page newspaper, has been produced and distributed on a monthly basis since 2001.

Intermediate and End Products

- Working Group on communications established within Hazelwood Initiative
- Hazelwood Initiative public relations/marketing materials, including website, were developed.
- Hazelwood community paper, *Hazelwood Homepage*, published.

Impact Objectives

- Improved Hazelwood Initiative and local residents' communications with one another on critical issues and promote community awareness of issues and resources, e.g., rallying grassroots support opposing CSX's illegal closing of an at-grade rail road crossing; public input into Master Planning and specific site planning; public input into rezoning for the community; continued dissemination of information and gathering of comment on ad hoc basis. A Ph.D. candidate's study will provide an evaluation of the impact of the organization on the community. (May 2004)
- Developed capacity of the Hazelwood Initiative to continue its website, newspaper and public relations.

Activity 2.4 Allequippa Terrace/Oak Hill Evaluation of Revitalization –

This two-year evaluative research activity was developed at the request of the community to generate research information that would assist the HOPE VI initiative in Allequippa Terrace (now Oak Hill) to maximize its neighborhood revitalization potential and enhance meaningful outcomes for the revitalization process in the community. This community applied research project was a collaboration among stakeholders, especially the Residents Council, with a commitment to perspectives of strength-based assessment, cultural sensitivity and competence, and humanistic treatment of residents. This participatory applied research project assessed the quality and impact of collaboration among community residents, service providers, evaluators, private businesses, and government at local, state, and federal levels on the HOPE VI revitalization.

Major Tasks and Work Plan

1. Developed the evaluative design with community input and tested tool assessment in community with community review and revisions. (2000-2001)
2. Conducted evaluative study in cooperation with community partners – residents were trained and employed as interviewers. (Summer 2001)
3. Analyzed evaluation findings and developed comprehensive report in collaboration with community partners. (Fall 2001 – Spring 2002)
4. Disseminated findings and best practices of HOPE VI neighborhood revitalization in community, regionally and through COPC and HUD on a national level. (Fall 2003)

Intermediate and End Products

- Evaluative Assessment tools were developed.
- Evaluative study report, ***HOPE VI Evaluation Report of Oak Hill Community Revitalization Program***, was completed and formally presented to the community 2003.
- COPC web site and other methods used to dissemination.

Impact Objectives

- Study established extent that a collaboration paradigm enhanced the neighborhood revitalization processes in this HOPE VI initiative.
- This study emulated best practices for neighborhood revitalization through dissemination of findings, including this Oak Hill HOPE VI Evaluative study being included as a model of participatory applied research in the forthcoming HUD COPC 10th Anniversary report.

Category 3: Economic Development

The Katz Graduate School of Business through its Small Business Development Center Self-Employment Opportunity Program and its Center for Entrepreneurial Excellence conducted three entrepreneurial training cohorts that oriented participants to business development and assisted in creating business plans. This effort also developed an ongoing business networking group to support implementation of business plans, assisting in commercial credit applications, and mentor business start-up, retention, and joint ventures. One cohort targeted Oak Hill and West Oakland, another was COPC wide, and the third focused on Hazelwood with a few participants from the other communities. This program proved somewhat difficult in a tough economic climate in economically distressed neighborhoods with many participants transitioning from welfare to work through neighborhood business development. Overall the initiative had some modest success, and, by the third cohort, had better demonstrated continuity for success.

Activity 3.1 Entrepreneurial Training

1. Information meetings were conducted in all COPC communities to explain the concept of entrepreneurship and the benefits of the program, as well as to recruit program participants. Cohorts were recruited for 2001, 2002, and 2003
2. Each cohort was provided 12 weeks of individual consultation and intensive support including bi-weekly group meetings facilitated by qualified master's level students who discussed issues, problems and provided feedback. (Summer 2001 and ongoing)
3. A 26 week follow-up, after-care period, was facilitated partially by master's-level student tutors and included consultation by trained SBDC staff. (Fall 2001 and ongoing)

4. Nearly two dozen (23) participants recruited through three cohorts, 2001, 2002, 2003.

More than 75% of trainees completed a year-long process with 12 weeks of classroom training. 60% of participants developed some level of business plans.

Intermediate and End Products

- Applications for Commercial Credit and business incorporations.
- Business Start ups or joint ventures with existing business.

Impact Objectives

- Increased level of knowledge and awareness of business development among 23 participants from Hazelwood, Oak Hill, West Oakland, and South Oakland.
- Nearly 20 participants completed training and networking components.

Activity 3.2 Business Development

Major Tasks and Work Plan

1. Business students conducted a needs assessment, and based on this assessment, materials advertising the most relevant training and consultation services were distributed in the partner communities. One-on-One consulting will also be available as needed from 2002-2003.
2. Participants were trained in the use of the business resource library, videos and computers for financial analysis in the SBDC for additional and extended support.
3. Recruited mentors to act as a business support to trainees and attend monthly meetings as needed 2002-2003.

4. Individual entrepreneurs & small business owners (23) from the COPC neighborhoods, especially Hazelwood, participated in quasi-formal networks facilitated by MBA students and SBDC staff in 2003.
5. Of the 23 participants in networking activities, six (6) new businesses were started. Two (2) more new business ventures were supported and two (2) existing businesses were retained in Hazelwood. Only one joint venture was established with an existing business.

Intermediate and End Products

- Six applications were made for new commercial credit and two existing business secured new financing.
- One joint venture was established with an existing business in Hazelwood.

Impact Objectives

- Increased the level of knowledge and awareness of business development and business development resources among the twenty-three (23) participants.
- Six (6) new business start ups were initiated and two (2) additional businesses developed but not initiated by end of project.
- One joint venture was established with an existing business
- Level of satisfaction among participants of the classroom and incubator experience was rated as very high.

Category 4: Job Training

Activities in this program category were carried out through the University-Community Career Development Partnership (UCCDP) housed within the School of Social Work. A priority during the first two years of the COPC grant (2000-2003) was establishing linkages with the Oak Hill

community and Housing Opportunities Unlimited, which provided matching funds along with the City of Pittsburgh Partnership for workforce development. Additionally, this program was connected with all COPC neighborhoods to support the transition from welfare to work, particularly for “employer specific” training, i.e., employment opportunities in the University and the UPMC Health System.

Major Tasks/Work Plan

1. Established an outreach presence in Allequippa Terrace/Oak Hill through Housing Opportunities Unlimited and developed linkages with other COPC community workforce efforts, such as Job Links – Hill/Oakland Workforce Collaborative
2. Successfully recruited 30 participants each year (60 in total) and conducted assessment to determine level of job readiness, depending on educational ability and job skills. Participants completed job readiness using the UCCDP classroom training and computer lab.
3. 90% of participants (54) were placed in paid work experience internships throughout the University and its UPMC Health System.
4. Following work experience internships of up to 26 weeks, nearly 85% of participants (50) were placed within the University or its UPMC Health System in unsubsidized, primarily entry-level employment, as well as with other employers of career interest. Of these, nearly 80% retained employment after six month (workforce development standard)
5. Supportive services were provided for participants and their families throughout the job training process and even after employment.

6. Recruited 25 university mentors and matched them with job training participants to enhance socialization in the University community, explore career opportunities within the University, and provide personal support as needed.
7. Participants, as employee benefits, received low cost education at the University, free public transportation, employee assistance, Housing Resource Center support and more.
8. UCCDP conducted both quantitative and qualitative evaluations annually to assess participant wage rates, benefits, and retention rates, as well as overall satisfaction with the program

Intermediate and End Products

- Produced a job readiness manual and updated yearly – developed by student interns.
- Established an Advisory Committee representative of community partners, university and UPMC human resource representative, mentors from various units, faculty, and staff.
- An annual evaluative report on participant performance on benchmarks, as well as qualitative assessment of job training activity in UCCDP, was conducted with student intern support and presented annually to the Advisory Committee.

Impact Objectives

- 30 participants became job ready each year (goal 30/year or 60 overall – 65 recruited).
- Nearly 90% of participants (54) began paid work experience internships (goal 75%).
- All participants gained job search skills and be given opportunity to search for jobs.
- Over 75% of participants (46) were placed in jobs within the University and its UPMC Health System (Overall job placement was near 80%) with a 75% retention rate.

- At least 50% of participants worked with career development mentors within the University system; however, only 15% (goal 25%) of employed participants have enrolled in ongoing University educational activities.
- UCCDP during the COPC achieved the highest wage rates (\$8.75 –\$9.10 per hour), the highest rate of jobs with full benefits within 6 months (80%), and the highest retention rate after six month (nearly 80%) among all City workforce development programs.

Job training under COPC was very successful, and the University demonstrated its capacity to serve as a model for “employer specific” workforce development. This job training effort continues as part of the COPC and has secured ongoing funding through the City of Pittsburgh under Temporary Assistance to Needy Families (TANF) and Workforce Investment Act (WIA) to continue UCCDP beyond COPC. UCCDP remains the highest performing program in Pittsburgh. In addition, during the COPC two UCCDP participants received the Governor’s Workforce Excellence Award, and UCCDP received the Chancellor’s Affirmative Action Award and the Pittsburgh Business Times’ “People Do Matter” award for Innovative Program. While this program continued for two years beyond its COPC support with ongoing funding from the City of Pittsburgh through PA TANF (Welfare-to-Work) resources, funding was cut in July of 2004 due to welfare funding cuts from Pennsylvania to the City and shifting of funds from job placement to classroom training. UCCDP has continued to operate beyond July with special Chancellor funding through December 2004. Ongoing funding at this time is uncertain.

Category 5: Education

There were two components in the COPC program area under the leadership of the School of Education. The first was Children’s Literacy conducted through Project Tutor and America

Reads in West Oakland, Allequippa Terrace/Oak Hill, and Oakland neighborhoods, as well as at public schools attended by students from these COPC communities. The second component was School-to-Career programming in collaboration with Breachmenders Ministries, a faith-based community development organization in West Oakland, which also serves youth from Oak Hill. The Literacy Program, while meeting its outcomes, was typical of many tutoring efforts connected with COPCs. The School-to-Career mentoring component developed into a model program that substantially increased youth participation, internships, and mentoring sites. This COPC effort also built the capacity of the community partner and its employees to conduct this model program and to secure funding to sustain the program for several years beyond COPC. This effort also produced youth program plans that saw a new youth development center and fostered one of the programs in the New Directions application.

Activity 5.1: Children's Literacy

Under faculty and graduate assistant supervision student tutors from a range of disciplines were recruited and matched through Project Tutor and America Reads with elementary school students in school or community-based arrangements in Oak Hill, West Oakland, Oakland, and the Hill District with the goal of improving school performance, attendance, and attitude toward learning.

Major Tasks and Work Plan

1. Graduate assistant interns were identified and hired each year for three years under Pitt Project Tutor, and they recruited University student tutors (volunteer and paid) for Pitt Project Tutor and America Reads activities each term over three academic years.
2. Tutoring goals were established for each student in consultation with principals, teachers, and parent organization representatives in target community schools.

3. A schedule of tutoring sessions in schools and after school programs in COPC communities was developed before the start of each term.
4. Questionnaires for participants in tutoring – tutors, children, parents – were developed and distributed at the end of each term.
5. Parents were trained as “in-home tutors” to complement school-based tutoring.

Intermediate and End Products

- Tutoring sites were established in schools and community sites in COPC target communities of West Oakland, Oak Hill, and South Oakland, as well as the Hill District where elementary schools for many students were located.
- Tutoring Evaluation Questionnaires were developed and distributed for tutor, parent, and teacher assessment of student performance, attendance, and attitude improvements.

Impact Objectives

- A satisfactory level of student (volunteer and paid) tutors was recruited each term to meet the activity demand.
- Over 100 students attended literacy training and tutoring activities during the three years of the COPC, and many of these students were on-going participants for the duration.
- Children’s performance, attendance, and attitudes toward school and learning improved in both America Reads and Pitt Project Tutor.

Although this program activity was successful, it is likely that it would have occurred with or without COPC support. Project Tutor and America Reads continue to be popular student volunteer and work study activities with strong connection now with the Student Volunteer Outreach, the campus student volunteer center. COPC support did provide a base for enhancing

the community-base collaboration for tutoring through after school programs at community partners, as well as the assessment questionnaire for gauging outcomes.

Activity 5.2: School-to-Career and Youth Programming in West Oakland

In collaboration with Breachmenders Ministries' School-to-Career Program, a community-based youth workforce development effort was enhanced through this faith-based community development organization. This program effort not only met its activity objectives, but it helped develop a model program for children of all ages, trained staff in the model, and secured over \$400,000 in ongoing support for this community partner to sustain this effort.

Major Tasks and Work Plan

1. Recruited and trained student interns to serve as career mentors and work site monitors.
2. Developed a program database for Breachmenders' School-to-Career Program.
3. Developed a data collection plan on youth recreational and developmental needs.
4. Conducted a study, collect/analyze data, and produce a report on youth recreational and developmental needs that has been used in planning the New Directions program.
5. Assisted Breachmenders in establishing a youth development center about a half block from the Breachmenders main offices, and worked on youth and family recreational programs and facilities for New Directions application.
6. A new course on Mentoring was not developed due to the pending retirement of key faculty member, Dr. Kay Atman.

Intermediate and End Products

- School-to-Career Program database was developed and number of career mentoring sites nearly tripled (from under 20 to nearly 60)

- Youth recreational and developmental needs study assessment tool(s) were developed and report and plans developed and partly implemented.

Impact Objectives

- Youth participants and student interns showed positive career growth, skills and activities from the mentoring and monitoring activities. Prior to COPC the Breachmenders' School-to-Career Program averaged 17-20 youth, and by the third year under COPC fully 57 youth across a wider age spectrum were participating annually with stronger school and family participation as well. Currently, over 100 total youth participate in Breachmenders' school-year and summer program combined.
- Youth recreational and developmental needs were addressed through youth assessment, planning, and implementation processes that has resulted in a nearby youth development center and plans for recreational programs/facilities for youth and families under COPC New Directions.

This component of Education programming was very successful. A model for School-to-Career programming was developed that included youth across a broader age range from elementary through high school and brought parents and schools into the process. Breachmenders' employees were trained in conducting this model to build internal capacity to continue the effort beyond COPC assistance. Funding in excess of \$400,000 was developed with COPC technical support, and the program is now self-sustaining. In retirement, School of Education faculty member, Kay Atman, is now working to transfer this model to community partners in South Oakland and Hazelwood.

Category 6: Health and Wellness

This program category drew upon the efforts of the UPMC Health System's then, Department of Community Initiatives – since reorganized – and the University of Pittsburgh Medical and Health Professional Schools – significantly through the summer service learning internship program, Bridging the Gaps (BTG). While UPMC reorganized and de-emphasized the Department of Community Initiatives near the end COPC's third year, outcomes in this area included the establishment of two community-based health partnerships that are ongoing and funded as a result of COPC support.

Major Tasks/Work Plan

1. Health Needs Inventories were conducted in all COPC neighborhoods addressing physical health, mental health, and dental health, as well as health-related issues, to provide a comprehensive picture of the needs of these communities. These inventories were used to submit applications to the State Health Improvement Program - responsible for Health People 2010 goals in Pennsylvania – to secure recognition of community health partnerships or SHIPs in Oakland and Hazelwood.
2. Working with community partners to establish priority needs and health and wellness outreach activities in the neighborhoods that linked with existing and new providers, two community healthy partnerships were established based on health inventories – Healthy Oakland People (HOP) housed with Peoples Oakland and Hazelwood Initiative – Health Outreach Promoting Empowerment (HI-HOPE).
3. Health education, outreach, and access summer projects were carried out by student interns from health professional schools working in Bridging the Gaps (BTG) project

teams in COPC communities. 3-4 projects were carried out each summer, and these are detailed in the BTG reports that are available on the COPC web site.

4. Health programs were linked to other COPC activities: a) HI-HOPE was established under the Hazelwood Initiative and secured a major Department of Welfare grant (\$200,000) for establishing a community health outreach office and hiring local residents as community health outreach workers; b) HOP assisted in focus groups with Oakland residents to underscore the problems of absentee landlords and code enforcement issues endangering public health; c) HOP developed a PA Health Department proposal for 2004 to establish walking groups in Oakland; d) housing and fitness needs of the mentally disabled were addressed through COPC's Housing Working Group and People's Oakland - which focuses on this special population.

Intermediate and End Products

- Health inventories assessing community needs and issues were completed for Oakland and Hazelwood and used for successful applications to establish State Health Improvement Program community health partnerships in these neighborhoods.
- Enhancement of health and wellness facilities in the COPC communities included: establishment of the HI-HOPE community health outreach office in Hazelwood staffed by local residents hired and trained by UPMC as community health workers, and development of a fitness and wellness facility for the mentally-disabled members of Peoples Oakland, a COPC community partner and administrative home for Health Oakland People (HOP).
- Bridging the Gaps published yearly reports on summer health internships and conducted annual fall symposiums to report on and display student work.

Impact Objectives

- Health professional students (medicine, nursing, pharmacy, dental, rehab, public health, social work) participated in summer service learning internships through Bridging the Gaps (School of Medicine) to assess health care needs and develop/implement health and wellness activities in several COPC communities each summer during the COPC grant.
- Bridging the Gaps projects addressed a range of health issues and activities that enhanced the level of continuity of care provided to the residents. The outcomes included: improved visits to primary care, compliance with childhood immunizations, increased enrollment in special state health insurance programs for children (CHIP), improved prenatal care for women in their first trimester, improved dental hygiene among children, and education to address health disparities among minority residents. These impacts varied from neighborhood to neighborhood. Students in each BTG project team were required to develop a report and prepare a poster session for a post-internship dissemination program. BTG reports are available on both the COPC and BTG web sites for details on specific outcomes. Overall health data tracking for neighborhoods has not been initiated due to the reorganization of the UPMC Department of Community Initiatives that was developing and conducting this evaluative research.
- Increased health and housing options for people with disabilities and the homeless were addressed by COPC community partners Peoples Oakland, which established a fitness and wellness center for mentally disabled at their facilities in Central Oakland, and Community Human Services Corporation, which has established and maintained a supported housing program to keep residents in communities who would otherwise be institutionalized or homeless. COPC interns support both of these programs.

- Enhanced wellness outreach and health education activities by establishing two community health partnerships (SHIPs), HOP in Oakland and HI-HOPE in Hazelwood, which included a community health outreach office.
- The goal for a Community Health Advisory Board in the COPC was replaced by the aforementioned SHIPs that bring together community and university partners. Both SHIPs are now funded and operating independently of COPC and housed within community partners.
- COPC helped to increase the number of community residents employed in the UPMC and attending Health Professions Schools through its Health and Wellness, Job Training and Education program activities. HI-HOPE's community health outreach storefront employed three community residents hired by UPMC as outreach workers. The Breachmenders' School-to-Career program provided dozens of health career mentoring opportunities in nearby UPMC health care facilities. UCCDP placed over 25 residents in entry and technical training positions with UPMC Health System.

HI-HOPE is currently undergoing a strategic reorganization within the Hazelwood Initiative and ongoing staff support is being sought through AmeriCorps members under the Allegheny HealthCorps, as well as United Way and other foundation support. Healthy Oakland People has received a State Health Improvement Program grant to implement Oakland Walks, a neighborhood walking groups, and this has been incorporated into the Active Living Community program of the COPC New Directions application.