



VISION STATEMENT

TO CREATE AN ACCESSIBLE, CULTURALLY COMPETENT, INTEGRATED, AND COMPREHENSIVE HUMAN SERVICES SYSTEM THAT ENSURES INDIVIDUALLY TAILORED, SEAMLESS, AND HOLISTIC SERVICES TO ALLEGHENY COUNTY RESIDENTS, IN PARTICULAR, THE COUNTY'S VULNERABLE POPULATIONS.



Allegheny County Department of Human Services

...Meeting the human service needs of county residents—most particularly our vulnerable populations—through an extensive range of prevention, early intervention, crisis management, and after-care services.

DHS Guiding Principles

All services will be:

High quality, reflecting "best practices" in case management, counseling, and treatment.

Readily accessible, in natural, least-restrictive settings, often community-based.

Strengths-based, focusing on the capabilities of individuals and families, not their deficits.

Culturally competent, demonstrating respect for individuals, their goals and preferences.

Individually tailored and empowering, by building confidence and shared decision-making as routes to independence rather than dependency.

DHS Strategies

Holistic approach to service delivery, serving the comprehensive needs of families as well as individuals through tangible aid and a full continuum of services—information exchange, prevention, early intervention, crisis management, treatment, and after care.

Integration of common functions across programmatic areas.

Partnerships and collaborations with community-based organizations and providers.

Proactive planning for changes in national and state social and economic policies.

Enhanced communication within the Department and with consumers and stakeholders.

James C. Roddey

Allegheny County Chief Executive

Robert B. Webb

County Manager

Four years ago—in January of 1997—when we began in earnest to redesign the Allegheny County Department of Human Services, we embraced a whole new vision for meeting the service needs of our residents. Overall, we set out to achieve three overarching goals:

- to serve more people and to serve them better,
- to provide responsible stewardship for the public funds that support those services, and
- to integrate internal administrative functions as a means of improving staff efficiency, communication, and accessibility to services.

I am pleased to report that, in those four years, we have made great strides toward meeting those goals. We are serving more people (approximately 300,000 each year) in settings that are more accessible and in ways that foster independence and permanency and address the totality of an individual or a family's needs. We have expanded our fiscal resources by securing an additional \$221 million in federal, state, and private funding while reducing the County's share of our budget. And we've accomplished these efficiencies by consolidating administrative functions and data management as well as by the physical relocation of staff and services.

That progress was made possible through the unprecedented collaboration among the County government, business (through the Greater Pittsburgh Chamber of Commerce), universities, community-based organizations, service providers, and private foundations and the guidance of the DHS Oversight Committee, which is composed of leaders from the business, academic, and public sectors and is chaired by Dr. John Murray, President of Duquesne University. These efforts are another significant example of the unified commitment to address common concerns that is typical of Allegheny County and its leaders. We are grateful to all who have played a part in the creation of this new Department, including our dedicated staff who play such a critical role in our new way of doing business, and we look forward to continued collaboration as we address future challenges.

This report illustrates, through the case histories, how DHS is better serving the individuals and families who seek our help. The financial report (page 5) and the progress report on our evolving "data warehouse" (page 4) show how the administrative changes are improving the Department's efficiency and cost-effectiveness.

If you want to know more about DHS, please visit our web page at www.county.allegheny.pa.us or call 1-800-862-6783. We invite you to offer suggestions and ideas for this exciting—and evolving—model of human service delivery. Please join with us to build the future.

Marc Cherna, Director

These vignettes illustrate the Department's holistic approach to identifying the full scope of each consumer's needs and tapping into all available resources to meet them in a way that respects individual preferences and empowers families to become independent and self-sufficient.

Celeste's story:

Keeping fragile lives in balance and families intact

Life, at best, was in delicate balance for Celeste. At 34, she's a single mother with four children under the age of 16. She was managing on a monthly income of about \$2,000 until an automobile accident left her temporarily disabled.

Her recovery was slow, and her employer refused to allow her to return to work until she regained full mobility. With an income of less than \$500 a month from Temporary Assistance to Needy Families (TANF) and Social Security Disability, she fell behind in her rent, and stress was mounting in the household. Yielding to peer pressure, her teenage son, increasingly truant from school, began selling—and then using—drugs. At this point, the Office of Children, Youth, and Families (CYF) became involved, and her son was temporarily removed for treatment in a program operated by an Office of Behavioral Health provider agency.

The CYF caseworker also realized that Celeste's rent delinquency, which had advanced to an eviction order by the magistrate, could leave her homeless and force the placement of the other

children in foster care. She would be in the streets in ten days unless she came up with four months of back rent.

To prevent further fragmentation of this vulnerable family, the caseworker sent Celeste for housing counseling. There the counselor intervened with the landlord and magistrate, and at the eviction hearing, Celeste was granted a 60-day continuance to seek the necessary funds.

Over the next two months, the counselor helped Celeste secure \$1,500 in emergency funds and negotiate with the landlord to pay the balance after she returned to work. Celeste attended a class in household budgeting, and the counselor stressed the importance of remaining in contact with the landlord.

Celeste has returned to work now, and her son is back home. With the crisis that seemed insurmountable behind her, she is grateful for the help DHS provided—for her son and for the family—and she feels better able to cope with adversity in the future.

DURING THE PAST YEAR...
588 CYF FAMILIES
RECEIVED HOUSING
COUNSELING, AND
FOSTER PLACEMENT
WAS AVOIDED FOR
906 CHILDREN.

Gianina's story:

Nursing home care wasn't the only alternative

When Gianina's husband died, she moved in with her daughter, Mary. It was good for both of them: Gianina helped out with the cooking, and she was there when the children came home from school. She felt safe and needed in her daughter's home, and Mary was able to work full time to support them.

As time passed, however, the family's needs changed. At 83 and in failing health, Gianina could no longer stay alone for more than an hour or so. When Mary's youngest daughter, Jenny, completed her GED through an Office of Community Services program, she found a full-time job, but she hesitated to take it. With no one at home during the day, Grandma would probably have to go into a nursing home.

Then Jenny found the telephone number for the Seniorline in a Department of Human Services brochure. When she called the Area Agency on Aging, she learned about the PDA Waiver program, which provides home- and community-based long-term care services as an alternative to nursing home care. An assessment

determined that Gianina was eligible for the PDA Waiver. Guided by the Area Agency on Aging care manager, Gianina and her family developed a care plan that made it possible for her

to go on living at home. She was registered for an Adult Day Service that provided personal care, lunch, and physical therapy. Transportation through ACCESS picked her up and returned her home daily. A nurse visited weekly to monitor her health status and she received medical supplies and equipment.

Mary and Jenny could go off to work without worrying about Gianina's safety. In fact, they were even able to attend a three-day church conference when the care manager helped them to arrange a short respite stay at a nursing home for Gianina.

The PDA Waiver provided a cost-effective alternative to the family's needs while responding to their desire to keep the family intact.

DURING THE PAST YEAR...
DHS AGING SERVICES
HELPED 1,865 FRAIL
ELDERLY PERSONS
REMAIN AT HOME
INSTEAD OF ENTERING
A NURSING FACILITY.

Paul's story:

He just wanted to work — and to help other people

Paul could have been a very demanding and dependent consumer. Severely disabled physically from cerebral palsy, he has the use of only one leg, which he uses to propel his wheelchair. Nevertheless, he is determined to work—and to contribute to his community.

Thanks to the encouragement of the staff at a sheltered workshop operated by a DHS service provider, Paul is able to do both.

Laid-off from a job with a local business because he required too much assistance, he approached his workshop supervisor with an idea for building a table that would enable him to package nails. The supervisor rigged a table to his specifications, and Paul

DURING THE PAST YEAR...
923 COUNTY RESIDENTS
RECEIVED EMPLOYMENT
SERVICES THROUGH
THE OFFICE OF
MENTAL RETARDATION/
DEVELOPMENTAL
DISABILITIES (MR/DD).

now works efficiently and independently.

Despite a severe speech impediment, he also volunteers as a children's storyteller in the community library. Paul chooses the stories, the husband of a staff member records them, and Paul plays them for the children by operating the tape recorder with his foot.

Paul is proud to be able to work and to give back to his community, and he is grateful for the flexible and sensitive staff members who encourage his independence.

The support he received in pursuing his own goals reflects the commitment of DHS and its Office of Mental Retardation/

Robert's story: *When the best of plans go astray*

In 1987 when he was 46, Robert thought his life was under control. A trained electrical technician, he had been working for the same company for 20 years. He had seniority, a salary that supported his family, and good benefits, including a pension plan that would take care of his retirement needs.

Seniority, however, wasn't enough to protect him from being laid-off in a massive downsizing, and his daughter's unexpected health problems consumed the retirement benefits he had accumulated. Determined to get back on his feet, he finally found another job, in quality control at an electronics firm. After only eight years, however, that company folded as a result of foreign trade competition.

Now 59, Robert found his options limited. His second pension, which pays only \$200 a month, wasn't enough to live on, but—at his age, with outdated skills—finding a new job wasn't easy. He could qualify for extended unemployment compensation under the federal Trade Readjustment Act (TRA) but only if he were enrolled in a training program.

Not one to ask for help, Robert realized that this time he needed some advice, at least. That's why he dropped in at the McKeesport

Three stories: *"Homeless" doesn't have to mean hopeless*

Homelessness affects all ages and both genders, and its causes vary as widely as its victims. Many who turn for help to the DHS Office of Community Services' Bureau of Hunger and Housing find help with the problem that led them to homelessness—and hope for a new life.

Take Sean, for example. A high school dropout diagnosed with a mental health problem that required regular medication, he found only low-paying, part-time jobs—not enough to pay his rent and without health benefits to cover his prescriptions. When he ran out of his medication, he lost the job that he had and wound up in a shelter. With help from a counselor, he received medical care to stabilize his medications, and he went back to school. After obtaining his GED, he moved into bridge housing and enrolled in Community College of Allegheny County. He recently accepted a job as outreach worker for the shelter, and he hopes to move into independent housing before the year ends.

Angela's problem was drugs. Although she was trained as a counselor, she couldn't hold a job. She and her children were living on the

Developmental Disabilities (MR/DD) to the principles of self-determination. This approach, which respects the consumer's personal goals and preferences in terms of setting, approach, and provider type, grew out of a special initiative funded by the Robert Wood Johnson Foundation. Self-determination has become an integral part of service delivery to ensure that consumers like Paul have the freedom to choose the services and supports they want and need, the authority to control limited resources, and the responsibility for the decisions they make.

CareerLink center. What he got there was far more than advice.

After a thorough assessment and evaluation of his skills, a DHS CareerLink counselor helped Robert explore appropriate vocational training opportunities available to him. When Robert decided to build on his existing skills by pursuing an Associate Degree in electrical engineering, the counselor showed him how to do a computer search for various training options.

The McKeesport campus of Penn State University, which is close to home, offered the training he needed, and he was accepted into the program. But it was too late to secure TRA funding for his first term tuition.

Once again, the CareerLink counselor came through. DHS Workforce Investment Act funds provided the tuition, and Robert was able to start immediately to prepare for his "third career."

street when she was arrested for possession and petty theft and sentenced to a correctional facility. On her release, DHS referred her to a PennFree housing program, where she continued her recovery, found a full-time position as a case manager with a health care facility, and regained custody of her children. She's now in the process of buying her own home.

Dwayne had a college degree and planned to attend law school when his life fell apart. Nightmares from his service in Vietnam began to haunt him, and when he sought comfort in a bottle, his wife left, refusing to let him see their two children. Living in doorways and abandoned houses, he spent one night in a shelter. That, he said, changed everything. With the caseworker's help, he entered a recovery program and found a construction job, where he moved quickly from laborer to supervisor. Clean now for more than a year, he has enrolled in law school. And, although still separated from his wife, he now sees his children every weekend.

DURING THE PAST YEAR...
2,000 JOB SEEKERS
OBTAINED EMPLOYMENT
ASSISTANCE EACH
MONTH THROUGH
TEAM PA CAREERLINK.

DURING THE PAST YEAR...
APPROXIMATELY 7,600
HOMELESS OR NEAR-
HOMELESS PEOPLE FOUND
SHELTER OR HOUSING
ASSISTANCE THROUGH
DHS SERVICES.

Administrative integration:

Linking program areas through consolidation and a centralized information system

When the five program areas (Children, Youth & Families (CYF), Behavioral Health, Community Services, Mental Retardation/Developmental Disabilities (MR/DD), and Aging) came together to form the Department of Human Services, each had its own fiscal, human resources, and communications functions, and each was utilizing an information system (or systems) designed specifically to meet the reporting requirements of the individual programs.

Physical Relocation

As first steps toward integrating the areas, the common functions were consolidated into department-wide offices of Administration, Community Relations, and Policy, Information, Planning, Evaluation, and Research (PIPER). With help from the Chamber of Commerce's Physical Relocation Project Team, staff from program areas were co-located by function. This resulted in significant economies as well as improved staff efficiency and easier access for consumers.

Data Warehousing

A major challenge was to establish, out of the 85 existing software applications in use by the various program offices, a coordinated information system that would:

- support integrated consumer services and case management,
- provide the data and data analysis necessary for program monitoring, evaluation, and planning, and
- generate the required service and fiscal reports required by the 75 separate funding sources that support DHS services.

Based on recommendations from a team of Carnegie Mellon University faculty and students and experts recruited by the Chamber of Commerce, DHS determined to link the existing systems together rather than create a single new system. Deloitte Consulting was engaged to design a computing architecture based on a data warehouse model that eliminates the need for multiple assessments, facilitates the coordination of services to consumers with multiple needs, and empowers consumers to make choices based on individual preferences and geographic convenience. This

model also offers the capacity for the Department to generate, for the first time, counts of unduplicated consumers served and level and cost of services provided as well as specific reports by program or by demographic or geographic characteristics.

The design and implementation of the data warehouse was funded entirely by the Human Services Integration Fund, created by local foundations to support the DHS redesign efforts. Operational by early spring, the data warehouse will be "stocked" initially by two feeder applications:

- the state-mandated **Pennsylvania Automated Child Welfare Information System (PACWIS)**, which collects demographic and service data on CYF consumers;
- the newly designed electronic **Consumer And Provider System (eCAPS)**, which includes case management data for mental health, drug and alcohol, mental retardation, and employment and training service centers and will, in 2001, include similar data from aging services.

Human resources and fiscal data will be added during the year via the **J. D. Edwards** software system that will be implemented throughout county government.

Both PACWIS and eCAPS are currently in use, and an intensive "train-the-trainer" approach is being implemented to prepare the staff and ensure a smooth transition. Training and implementation will be expanded throughout the year to include all DHS provider agencies.

DHS Intranet

In addition to designing and implementing the data warehouse, DHS has also launched an Intranet site for DHS employees. This site, whose access is limited to Department staff, serves as a tool for communication and information exchange among employees. In addition to an events calendar, the DHS newsletter, a staff directory with email access, and a computer tips and training page, the Intranet will eventually be the primary storehouse of DHS policies and procedures manuals, thus reducing the need for hard copies and ensuring that all staff have access to the latest versions of the documents.

THE DATA WAREHOUSE
WILL MEET INFORMATION
NEEDS OF:
* 814 DHS EMPLOYEES
* 300 CONTRACTING
AGENCIES
* 75 FUNDING SOURCES
* 300,000 RESIDENTS
OFFERED 1,800
DISCREET SERVICES

Over the past year:
the Department has ensured that...

- 950 children in CYF care were reunited with their families.
- 1,188 children received early intervention services.
- 1,384 preschoolers were readied for school through our Head Start program.
- 7,500 children a day ate free, nutritious meals during the summer.
- 10,770 abused or neglected children and their families received family-strengthening services.
- 459 children were adopted into loving homes.
- 2,494 youths in the Student Assistance Program improved their school performance.
- 485 mentally retarded individuals were assisted to live in the community through \$4.4 million of supportive services.
- 923 persons with disabilities or mental retardation received employment assistance.
- 750 individuals received occupational, physical, and speech therapy and mobility training.
- 600 mentally ill offenders received supportive services, with recidivism reduced to 15%.
- 694 behavioral health crises received 24/7 response from the mobile crisis unit.
- 5,800 residents received help with drug and alcohol problems.
- 7,600 homeless or near-homeless persons found shelter or housing assistance.
- 5,000 families' homes were made warmer during the winter through our Energy Assistance Program.
- 2,000 job seekers each month obtained employment assistance through Team PA CareerLinks.
- 790 individuals on TANF (welfare) obtained employment.
- 16,500 low-income residents received transportation to their medical appointments.
- 6 million pounds of food were distributed to more than 100,000 people in need.
- 5,040 homebound seniors received 688,000 home-delivered meals.
- 1,865 frail elderly were able to live in their own homes rather than relocating into nursing homes.
- 3,200 people received assistance with their concerns or complaints about senior care facilities.



Maximizing county dollars:

As needs increase, DHS relies less on county tax dollars

The Department of Human Services is committed to meet the needs of Allegheny County's most vulnerable residents by providing high quality, comprehensive, and individually tailored services and—at the same time—to rely less and less on county tax dollars to fund those services.

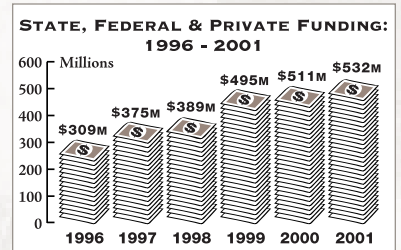
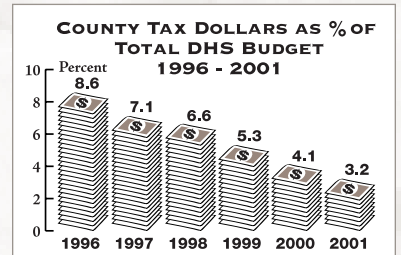
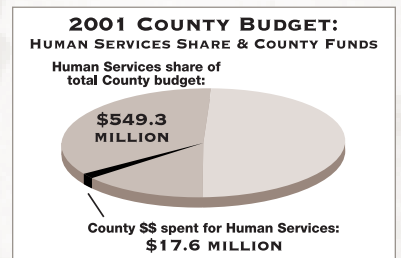
Of the County's total annual expenditures, more than half goes to support human services delivered by DHS and its provider agencies. Because of our ability to leverage other funds to support these services, however, only a small fraction of their cost comes from county tax dollars.

Over the last four years, while expenditures for services provided by the five DHS Program Offices have increased by 54%, the percentage of that cost borne by the County has decreased by more than 50%. In 1996 (when the new DHS was formed), county taxes represented 8.6% of the DHS budget; in 2000, the percentage dropped to 4.1%, and it has declined to 3.2% in 2001. This decreasing reliance on local taxes has been accomplished by aggressively pursuing new sources of funding from the state and federal governments and from private foundations.

Since 1996, DHS has increased grant income by 72%, drawing revenue from 75 different sources, which, on average, provide \$9 for every dollar of county funding. Most of this grant income is state and/or federal funds from Pennsylvania government agencies. Since 1996, however, local foundations—which had not previously underwritten county human services—provided more than \$4 million to assure the success of coordinated and preventive services.

The lion's share (92%) of the DHS budget is returned to the community in contracts with 300 private, non-profit agencies, many of them small grassroots organizations, that deliver 85% of all DHS services. More than half of the Department's 814 employees are also involved in direct casework services, largely through the Office of Children, Youth, and Families. Most of the remaining ones are responsible for shaping, monitoring, and evaluating the services offered by the provider agencies.

92% OF HUMAN SERVICE DOLLARS ARE RETURNED TO THE COMMUNITY THROUGH SERVICE CONTRACTS TO PROVIDER AGENCIES AND THE COUNTY RESIDENTS WHO WORK FOR THEM.



DHS funds the following agencies/organizations to provide services to our residents:

A SECOND CHANCE • ACCESS TRANSPORTATION SYSTEMS • ACTION HOUSING • ADDISON TERRACE LEARNING CNTR. • ADELPHOI VILLAGE • AHEDD • ALLEGHENY CHILDREN'S INITIATIVE • A C LAW & BAR FNDN. • A C LIBRARY ASSN. • ALLEGHENY EAST MH/MR CNTR. • ALLEGHENY INTERMEDIATE UNIT • ALLEGHENY VALLEY SCHOOL • ALLE-KISKI LEARNING CNTR. • ALLENTOWN SENIOR CNTR. • ALLIANCE FOR INFANTS AND TODDLERS • MEDIAN SCHOOL OF ALLIED CAREERS • ALPHA HOUSE • ALTERNATIVE BEHAVIORAL SVCS. • ALZHEIMERS ASSN. • AMERICAN RED CROSS • ANGELUS CONVALESCENT CNTR. • ARMSTRONG CARE • ARSENAL FAMILY & CHILDREN'S CNTR. • AUBERLE • THE BAIR FOUNDATION OF PA • BENEDICTINE CNTR. • BETHESDA CENTR • BETHESDA CHILDREN'S HOME • BETHLEHEM HAVEN OF PGH. • BLACK-VIETNAM-ERA VETS. • BOWLING BROOK PREP. SCHOOL • BOYS AND GIRLS CLUBS OF W PA • BRADDOCK'S FIELD HISTORICAL SOCIETY • BRADLEY CENTER • BRIDGE TO INDEPENDENCE/DEBRA HOUSE • JEWISH FAMILY & CHILDREN'S SVCS. • CARNEGIE LIBRARY OF PGH • CASA • CATHOLIC CHARITIES • CATHOLIC YOUTH ASSN. • CENTER FOR FAMILY EXCELLENCE • CENTER FOR INDEPENDENT LIVING • CENTER FOR VICTIMS OF VIOLENT CRIMES • CHARLES M. MORRIS NURSING & REHAB. CNTR. • CHARTIERS MH/MR CNTR. • CHILDREN'S CHOICES • CHILDREN'S HOSPITAL OF PGH • CHILDREN'S INSTITUTE OF PGH. • CIRCLE C YOUTH & FAMILY SVCS. • CITIPARKS & RECREATION • CITIZEN CARE • CCAC • COMMUNITY EMPOWERMENT ASSN. • COMMUNITY ENDEAVORS • COMMUNITY HUMAN SVCS. CORP. • COMMUNITY LIVING & SUPPORT SVCS. • COMMUNITY OPTIONS • COMMUNITY SPECIALISTS CORP. • COMPETITIVE EMPLOYMENT OPPORTUNITIES • COMPRO • COMPUTER LEARNING CNTRS. • CONNELLEY TECH INSTITUTE • CORNELL ABRAXIS GROUP • CORP. FOR COMMUNITY SVC. • COUNCIL CARE ADULT DAY SVCS • COUNCIL OF THREE RIVERS AMERICAN INDIAN CNTR • DEAN INSTITUTE OF TECHNOLOGY • DEVEREUX FOUNDATION • DIVERSIFIED HEALTH CARE • EARLY LEARNING INSTITUTE • EAST END COOPERATIVE MINISTRY • EASTER SEAL SOCIETY • EASTERN AREA ADULT SVCS. • EDUCATIONAL DATA SYSTEMS • EDUCATIONAL TUTORIAL SVCS. • ELDER-ADO • ELWYN • EMMAUS COMMUNITY OF PGH. • EVERY CHILD • FAMILIES UNITED NETWORK • FAMILY CARE FOR CHILDREN & YOUTH • FAMILY HEALTH COUNCIL • FAMILY RESOURCES • FAMILY SERVICES OF W PA • FIRST STEP RECOVERY HOMES • FOCUS ON RENEWAL • FORBES NURSING CNTR. • FORBES ROAD CAREER & TECH. CNTR. • FURNISH A START • GAISER ADDICTION CNTR. • GANNONDALE • GATEWAY REHABILITATION CNTR. • GAUDENZIA CHAMBERS HILL ADOLESCENT PRGM. • GENERATIONS TOGETHER • GENEVA COLLEGE • GEORGE JR. REPUBLIC • GIRL'S HOPE • LUTHERAN SERVICE SOCIETY • GLEN MILLS SCHOOLS • GOODWILL INDUSTRIES OF PGH. • GREATER PGH. COMMUNITY FOOD BANK • GREENBRIAR TREATMENT CNTR. • GULF COAST TREATMENT CNTR. • HARBORCREEK YOUTH SVCS. • HAPPI • HEALTHY START • HEAVENLY VISION MINISTRIES • HIGHLANDS COMMUNITY ACTION CNTR. • HILL HOUSE ASSN. • HOLY FAMILY INSTITUTE • HOME HEALTH SVCS • HOSANNA HOUSE • HOUSE OF THE CROSSROADS • HUMAN SERVICES ADMIN. ORG. • HUNGER SERVICES NETWORK • ICM SCHOOL • INTERFAITH VOLUNTEER CAREGIVERS • ITT TECHNICAL INSTITUTE • JEWISH COMMUNITY CNTR. • JEWISH FAMILY AND CHILDREN'S SVCS. • JEWISH RESIDENTIAL SVCS. • KANE REGIONAL CENTERS • KEYSTONE COMMUNITY RESOURCES • KIDSPEACE • LAKE GROVE AT MAPLE VALLEY • LAUREL HIGHLANDS FNDN. • LAWRENCEVILLE DEVELOPMENT PROGRAM • LEGAL AID SOCIETY • LEMINGTON MULTI-PURPOSE CNTR • LIFE'S WORK OF W PA • LIFESPAN • LIFESTEP'S • LIGHT OF LIFE MINISTRIES • LINCOLN PARK COMMUNITY CNTR. • LUTHERAN SVC. SOCIETY OF W PA • MACHINE SHOP TECH. INSTITUTE • MAINSTAY LIFE SVCS. • MANCHESTER YOUTH DEVELOPMENT CNTR. • MARS HOME FOR YOUTH • MCGUIRE MEMORIAL HOMES • MCKEESPORT AREA TECH. CNTR. • MCKEESPORT SCHOOL DISTRICT • MERCY BEHAVIORAL HEALTH • MUSA • METRO URBAN INSTITUTE OF PGH. THEOLOGICAL SEMINARY • MIRYAM'S • MON YOUGH COMMUNITY SVCS. • MULTIPLE SCLEROSIS SVC. SOCIETY • NAMI SW PA • NATL. COUNCIL FOR URBAN PEACE AND JUSTICE • NATL. COUNCIL OF JEWISH WOMEN • NATL. MENTOR HEALTHCARE • NATL. STEELWORKERS OLDTIMERS FNDN. • NEIGHBORHOOD CENTERS ASSN. • NEIGHBORHOOD LEGAL SVCS. ASSN. • HEARTH • NORTH HILLS COMMUNITY OUTREACH • NORTH HILLS SCHOOL OF HEALTH OCCUPATIONS • NORTHERN AREA MULTI-SERVICE CNTR. • NORTHERN HOME CARE • NORTHSIDE COMMON MINISTRIES • NW HUMAN SVCS. OF PA • NUTRITION, INC. • OASIS • OLSTEN HEALTH SVCS. • OPERATION NEHEMIAH • ORR COMPASSIONATE CARE CNTR. • OUTREACH TEEN & FAMILY SVCS. • PARENT & CHILD GUIDANCE CNTR. • PARENTAL STRESS CENTER • PLEA • PASSAVANT MEMORIAL HOMES • PENN HILLS MUNICIPALITY • PA COLLEGE OF TECHNOLOGY • PEOPLE'S OAKLAND • PERSAD CENTER • PINE BROOK SVCS FOR CHILDREN AND YOUTH • PAAR • PGH. AIDS TASK FORCE • PGH. BEAUTY ACADEMY • PGH. CATHOLIC EDUCATIONAL PROGRAMS • PGH. COMMUNITY HELPS • PGH. COUNCIL ON PUBLIC EDUCATION • PITTSBURGH FOUNDATION • PGH. HEARING, SPEECH, AND DEAF SVCS. • PGH. INSTITUTE OF AERONAUTICS • PGH. MEDIATION CNTR. • PGH. PASTORAL INSTITUTE • PGH. PUBLIC SCHOOLS • PGH. TECHNICAL INSTITUTE • PGH. TRANE • PGH. VISION SVCS. • PLUM BOROUGH SENIOR CNTR. • POLARIS RESEARCH SYSTEMS CHILD AND FAMILY RESEARCH GROUP • POWER • PRESERVE PROGRAM • PRESSLEY RIDGE SCHOOLS • PRIMARY CARE HEALTH SVCS. • PRN HEALTH SVCS. • PROFESSIONAL FAMILY CARE OF JOHNSTOWN • PROGRAM FOR FEMALE OFFENDERS • PACE • PROJECT REDISCOVERY • QUICKCARE SVCS. • RAINBOW KITCHEN COMMUNITY SVCS • RANKIN CHRISTIAN CNTR • RENAISSANCE CENTER • RESIDENTIAL CARE SVCS. • RESIDENTIAL RESOURCES • RIVERHEAD TRAINING • RIVERVIEW COMMUNITY ACTION CORP. • ROBERT BOYD WARD HOME FOR CHILDREN • SALVATION ARMY • SAN MARCOS CHILD TREATMENT CNTR. • SETON CENTER • SHARP VISIONS • SICKLE CELL SOCIETY • SISTERS PLACE • SLEIGHTON SCHOOL • SMALL SEEDS DEVELOPMENT • SOJOURNER HOUSE • SOUTH CONNELLSVILLE YOUTH • SOUTHWINDS • SOUTHWOOD PSYCHIATRIC HOSPITAL • SPECTRUM FAMILY NETWORK • SQUIRREL HILL MANOR • ST. FRANCIS MEDICAL CNTR. • ST. GABRIELS HALL • STAUNTON CLINIC - SEWICKLEY VALLEY HOSPITAL • STEEL CNTR. AREA VO-TECH SCHOOL • STEP-BY-STEP • STRENGTH, INC. • SUMMIT ACADEMY • TADISO • THE EAST SIDE COMMUNITY COLLABORATIVE • HIGHLAND HOUSE • THE TURNING POINT AT WASHINGTON • THREE RIVERS ADOPTION COUNCIL • THREE RIVERS EMPLOYMENT SVC. • THREE RIVERS YOUTH • TRANSITIONAL SVCS. • TRESSLER LUTHERAN SVCS. • TRY AGAIN HOMES • TURTLE CREEK VALLEY MH/MR • U.S. HOMECARE CORP. • USAAC • UNIVERSITY OF PITTSBURGH • UPMC/WPIC MATHILDA THEISS CNTR • URBAN LEAGUE • URBAN YOUTH ACTION • URSULINE CENTER • VERLAND CLA • VERONA HOUSE CORP. • VIETNAM VETS. LEADERSHIP PRGM. 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