GADS HILL CENTER
Needs Assessment

2009-2012

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Club Learn Parents
Child Development Center Parents
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Introduction

History of Gads Hill Center

On April 18, 1898, the state of Illinois issued a not-for-profit charter to the Gads Hill Social Settlement and so began Gads Hill Center's over a hundred year history in the Lower West Side community. In 1916, the name was changed to Gads Hill Center. For over a hundred years, the neighborhood surrounding the organization has remained ethnically rich and culturally diverse.

Only since World War II did the area around our first facility become mostly Latino but Gads Hill Center had been serving immigrants since its beginning. Gads Hill Center has remained in the community and has adapted to changes in residents as racial and ethnic groups have moved out and others have moved in creating a culture of constant evolution based on the community's need. During the 1920's though 1940's, Gads Hill supported a music school that at its height had two hundred and four students practicing piano, violin, voice, and chorus.

In 1928, a nursery school was started serving up to forty children, offered weekly classes for parents, and trained young women as nursery workers or helpers. The nursery school was so successful that in 1942 in order to help the mothers who were working to support war efforts, a fourth floor had to be built to accommodate more children.

Gads Hill Center has a history of supporting programs that have gone on to become bigger and self-supported such as Latino Youth Alternative High School, initiated by teens and youth workers, and Spanish Coalition for Jobs, Inc., which was a spin-off of an early GHC program. Home based Head Start was launched in the 1980's to provide assistance to local families and children. In 1996, Gads Hill Center is redefined as a family resource center and in 2002 the Child Development Center on Ogden opened its doors and offered specialized programs for young children.

During its history, Gads Hill Center has received multiple awards for excellence in programs such as the BP Leader Award for the organization's work with the Chicago Department of Environment, and National Leadership Award from the U.S. Institute of Museum-Library Services for our Primero La Ciencia program. Other awards include Mujeres Latinas en Accion Maria 'Maruca' Martinez Community Service Award for CEO Barbara Castellan's leadership, North Lawndale Employment Network's 2004 Creating a Community that Works Award, the Alford-Axelson Award for Non-Profit Managerial Excellence from Axelson Center for Non- Profit Management at North Park University, Good Samaritan Award from CBS's WBBM-TV to Club Learn, and many others. Today, Gads Hill Center prides itself in offering programs and assistance to children from birth into college.

Summary of Accomplishments, 2002-2007 Strategic Plan

Gads Hill's most recent strategic plan was titled "Building Excellence 2002-2007". The final report was given to the Gads Hill Board of Directors at their regular meeting on January 10, 2009.

Review of
Gads Hill Center's Strategic Plan
Building Excellence 2002-2007
January 10, 2009

Strategic Direction 1

Gads Hill Center will create a work environment where staff is valued, appreciated, and respected.

Over the past seven years Gads Hill has:

1) Engaged a formal monetary incentive plan and structure for attracting and retaining high quality staff at the leadership level. The Board formally adopted this plan. It has yet to be implemented due to its specific connection to staff's ability to build operating reserves that the board can utilize.

2) A formal salary scale was researched and developed by a staff committee with the assistance of HR consultant Diana Beasley**.** The plan has not yet been taken to the personnel committee of the board. It is in need of review at this point, as we have added several positions and changed our organization structure since the bulk of this work was done.

3) We added the position of HR director. With this support we were able to better manage benefits for our staff of close to 80. In addition we developed a formal 2 1/2 day orientation program for all new staff, added a formal orientation and periodic trainings on the 40 developmental assets model, instituted an employee of the month program including both monetary and ceremonial recognition, and we formalized birthday recognition for all staff.

In 2006 we did not rehire the position when our HR Director left for a job in the banking industry. The duties were divided between a newly promoted position of Finance Office Coordinator in the business office, and the leadership team. In addition, we began to take advantage of added support from our outsourced HR service (ADP total source). There was a six-month trial for this arrangement, and although not ideal, it has worked reasonably well. We have no plan to rehire the HR Director position.

4) We added a second tier leadership group (management team). This group meets monthly, and has been very successful in providing better communication to all staff as well as advocacy for staff issues.

5) We negotiated a new service with our 403-b broker. He now offers support and counseling to all staff around their investment choices. This again, is not ideal; however, we are unable to pay for an independent service.

6) In 2007 the CEO met formally with the Executive Committee of the Board to present on the topic and to discuss leadership succession and the planning that needs to take place around this issue. At that time, it was recognized that leadership must be mentored from inside the organization in order to maintain stability and carry out the organization's vision during times of transition. Currently, five younger staff persons have been identified by the CEO as potential top leaders of the organization and each is being given growth opportunities to prepare for potential future leadership.

Example 1: Two of those identified are in the Children Services department and are actively involved in a city-wide cohort of talented mid-level staff learning the policy issues and overriding local and national political environment of children's services.
Example 2: The Director of Youth Services has been participating in a number of leadership groups and trainings locally, statewide and nationally, which are preparing her to lead our youth services into accreditation and success within the overall environment of youth services. In addition, she is taking part in a formalized professional coaching process.

7) Most recently the staff was surveyed on overall satisfaction with their jobs and work environment in preparation for the upcoming strategic planning process. Thirty-five staff answered an anonymous written survey and twenty-five staff participated in three focus groups. We are in the process of analyzing the results. Preliminary scanning shows a need to search out the issues in-depth, though it appears that a significant number of staff is unhappy with the support they receive. The survey, unfortunately, was done during a period of uncertainty, and when there were layoffs taking place as well as intensified calls for savings from staff.

Strategic Direction 2

Gads Hill Center will implement an internal and external communication structure that is effective for the board, staff participants, and community at large.

The structure that was developed in compliance with Strategic Direction 2 is the following:

The Leadership Team (officers of the organization) meets bi-weekly and deals with major issues facing the organization, and makes major management decisions.

The Management Team (mid-level managers) meets monthly and creates a communication and program implementation network that maximizes our services to the community and shares challenges and resources among programs. This group elevates issues to leadership.

All staff meet quarterly and share information and successes. In addition formal quarterly program reports are disseminated to all staff in Spanish and English. Staff recognition takes place here, and benefits, fiscal information and other educational topics are discussed. A 40 Developmental Assets activity takes place at all staff meetings. The CEO shares vision at these meetings.

Mission is recited at the beginning of all formal meetings. A monthly activity calendar is disseminated to all. Policies and procedures are changed, communicated and reinforced as needed, and the information given and clarified at this meeting. An orientation for new employees has been scheduled quarterly, however this practice is faltering with fewer resources in HR.

Ongoing efforts to enhance exterior communications were made through the implementation of our website, which was unveiled in 2008. (Our challenge is to keep the information timely.) Board members and key staff have been trained to present GHC to the public in pursuit of support and increased public awareness of our organization. We undertook a project with the Taproot Foundation to develop branding and key messaging for the organization, and staff and the board were trained to deliver these key messages.

Gads Hill has national exposure due in part to our membership in NCLR and also through our relationship with Hispania Public Relations in Miami.

Collaborative ventures have flourished throughout the tenure of our last strategic plan. Most currently, we are involved in two local school partnerships: Cesar E. Chavez Multicultural Academy with Club Learn and J.C. Orozco Academy with New Horizons. In addition, we recently partnered with Hispania Public Relations by hosting a visit from Mary Joe Fernandez (Olympic Tennis Champ) with the children of Latino Chicago, and we house a nutrition program sponsored by General Mills at our Cullerton demonstration kitchen. Leaders and managers continue to be deployed to local and citywide networks, groups, task forces and policy advisory groups.

Strategic Direction 3

The services provided by Gads Hill Center in the Pilsen and North Lawndale communities will be of high quality and demonstrate measurable positive impact.

Outcomes for this strategic direction centered on: 1) The need for cultural competency to be measured by the participation at all volunteer leadership and staff levels as people who reflect the ethnic, cultural and racial profile of the community; and 2) The need for high professional and ethical standards within theses constituent groups.

Our staff continues to reflect racial ethnicity and the cultural values of our service community. The Board has evolved over the past plan period to be comprised of a majority membership of Latino and African-American volunteers. In addition, three program recipients serve on the board, two in a leadership capacity. Our volunteer pool has grown, and with strong representation by members of the participant population's ethnic and racial groups. All staff must meet the minimum educational and experiential qualifications for their jobs, and are required to participate annually in professional skills development.

Since the implementation of non-profit corporate requirements of the Sarbanes-Oxley regulations, Gads Hill has pro-actively sought to ensure that we abide by all practices in regards to ethical management and governance. The board and staff leadership use the Donor's Forum book of standards, and there has been an ever increasing level of structured oversight by board committees.

Example 1: The Program Committee structure now allows for annual review, on a revolving schedule, of all program audits and evaluation results. **Example 2:** The Development and Finance Committees now work together to approve all revenue budgets presented to the Board. **Example 3:** Conflict of Interest statements are now required not only of the board of directors, but of all staff at management team level and above.

Although not specifically indicated by the outcomes called for in the strategic direction, Gads Hill has refined our evaluation system over the past few years so that consistent performance data is available for all programs. We consistently achieve a majority of our outcomes. In addition, the recently completed participant satisfaction survey and focus groups have provided us with a gratifying and resounding vote of confidence that we are providing them with a highly respected and valuable service. They are very happy with our services.

Strategic Direction 4

Gads Hill Center will reflect the Principles of Family Support Practice and the 40 Developmental Assets model in all aspects of our work.

The 40 Developmental Assets model continues to be integrated into all aspects of our organization throughout the plan years. We had a period without trained experts to guide us when we lost of our official trainers, Virgil Hernandez and Willy Monte De Oca. Happily, we had several staff members apply to become our trainers and two were selected to lead us in our commitment to the model. They went to the Search Institute and were trained in November. Along with the leadership team, they will develop a protocol for their work with us in January and will begin comprehensive support to the organization regarding the 40 assets by February.

The Principles of Family Support Practice was revised out of our plan after communication with and approval by the Board. The Principles are all encompassed in Gads Hill's unique philosophy statement and it was felt that this emphasis was redundant.

Strategic Direction 5

Gads Hill will positively impact the educational attainment of our participants.

Gads Hill programs consistently meet most of the objectives we set out at the beginning of each year in our logic models developed for each program. In Head Start and Pre-School for All screenings, our children progress throughout the year as expected in relation to the norms published by the governmental bodies that monitor these programs. One challenge that persists at the end of the strategic plan is our ability to graduate into college the number of TC fellows we expect to move onto higher education. Consistently 100 percent of high school seniors are accepted to college, but we have difficulty maintaining the appropriate number of fellows in their senior year of high school.

In keeping with our desire to provide strong educational support, we have implemented a new program in 2008 that again, as in all our children and youth programs, specifically evaluates increase in grades and attainment of increased attendance and high school matriculation of highly at-risk students.

Strategic Direction 6

Gads Hill Center will realize expanded outside resources at all levels of the organization.

Over the past 6 years (FY2003 – FY2008), the percentage of private revenues raised at Gads Hill Center has increased from 19.7% to 26.9 %. This is from a budget that began in FY2003 with $2,599,711 and grew 40% to $3,637,970 in FY2008. These figures are from annual audits, comparing the budget to total private funds raised, including the United Way and the outside Scholarship Funding (North Shore Board and Friends of Teen Connection), but not including the Watson Trust, interest from investments, or parent fees.

Foundation funding has increased 28% over this period, from $402,185 to $516,683. The Annual Fund has had 12% growth, and major donor revenue grew 228% to almost $35,000. Board Giving grew by 124%, from $6,505 in FY2003 to over $14,000 in FY2008. This category only encompasses specifically designated board gifts, while total board giving was over $25,000 in FY2008.

Event fundraising, which in FY2004 was a small raffle with $1 tickets, has grown to a large Annual Event, which last year raised $67,345 for a cost of only 16% of the gross. This is over a 1000% increase. We also have greatly expanded our base of support by honoring members of the Gads Hill community. Corporate revenues have expanded exponentially, as shown by significant corporate sponsor funding. FY09 will be the event's 3rd year, including participation of a corporate committee.

Corporate groups have replaced individual volunteers as a key agency resource. PriceWaterhouseCoopers, Kraft Foods, Northern Trust, Comcast, and Adams Street Partners are only a few companies who have spent a day adding significant value in manpower and supplies to the Gads Hill Center facilities and programs. Our strategy includes connecting with individuals within the corporate group, identifying alumni and/or potential champions, and following up to build a relationship. Recent Board Member Debra Clayton from Northern Trust is an example of this, as well as alumnae Barbara Ludwig Thomas's securing of a $5,000 donation from PricewaterhouseCoopers.

In **Friendraising,** Gads Hill's community outreach to individuals has identified 135 Gads Hill alumni, who have been invited to events, presented at our annual gala, and have given back to the agency in a variety of ways. Gads Hill sends a regular e-newsletter to 1,030 individuals who are connected in some way to Gads Hill Center.

Individual fundraising. On January 2004, the Center had 267 current donors. As of January 1, 2009, Gads Hill has 419 current individual donors, a 57% increase.

Strategic Direction 7

Gads Hill Center will adopt a comprehensive plan to address the aging Cullerton facility.

This plan direction recognized our need to prepare the Cullerton facility for a second century of service to the community. The board and staff leadership recognized a need to plan for significant renovation, and so a committee of experts was formed, headed by board member Joe Anselmo to asses the needs and possibilities. Prior to the formation of the committee, staff secured a low interest loan in order to install high efficiency windows through out the building (137 windows in all).

This committee worked during its first year to develop a comprehensive needs assessment for the facility. The second year of work by the committee was scheduled to deal with a feasibility study for a capital campaign and to further lead the planning for the architectural design for the project.

At the end of Year 1, the agency fell into financial difficulties due to the Club Learn expansion project that did not work out, and the committee took a hiatus. However, we reviewed the assessment in year 2, and staff was able to secure sufficient funding to complete the most pressing renovations. This includes, re-roofing the entire building (5 roofs), creating a secure perimeter to the property (fencing), repositioning solar panels, tuck pointing on three faces, and re-furbishing the gym floor.

In addition, we acquired the property to the east of the Cullerton facility, expanding our space, and providing flexibility for expansion. Although the planning for a capital campaign is on hold, the Cullerton building, for the moment, is in good overall shape.

Current Environment in Our Community

Demographics

Back of the Yards

The Back of the Yards neighborhood consists of the area bordered by 39th to 55th streets between Halstead and Leavitt Street. The neighborhood is largely a Hispanic community partly due to the migration of Hispanics but also due to the high birth rate in the area (George, Dilts, Yanf, Wasserman, & Clary, 2007). Thirty-five percent of the residents of Back of the Yards report earnings at the poverty level while sixty-three percent report earnings at twice the poverty level causing this community to be considered impoverished.

Adding to these financial stressors of this area, the unemployment rate is at nearly fifteen percent with more than half of the residents employed in manual and trade labor. Thirty percent of the population in this area is teenagers and children. The amount of students enrolled in the school year 2007-2008 was reported as nine thousand two hundred seventy four. Out of total enrollment, six hundred and two enrollees are high school students. Unfortunately, the high school graduation rate is only forty-seven percent, which means that only two hundred and eighty-three students are expected to graduate after their four-year high school education. This neighborhood also reports that about thirty-seven percent of students have English language limitations.

North Lawndale

The North Lawndale neighborhood consists of the area bordered by railroad lines on three sides and north to the Eisenhower Expressway. North Lawndale is a predominately African-American community. Forty-five percent of North Lawndale's population is at the poverty level ($20,000 a year for a family of 4) and sixty-eight percent are below twice the poverty level ($40,000 a year). In addition to the low income, this neighborhood also has an unemployment rate of twenty-six percent. Land use and housing is a concern in this neighborhood. In 2006, about fifteen percent of the lots were vacant. From 2001 to 2006, sixteen percent of homeowners foreclosed on their property (Woodstock Institute, n.d.). The graduation rate in this neighborhood is nearly fifty percent.

South Lawndale

The South Lawndale or Little Village neighborhood consists of the area bordered by the Stevenson Expressway on the southern end, Cermak Road to the north, and Western Avenue and Cicero to the east and west. The area is largely populated by Hispanic residents at eighty-three percent. The neighborhood also stands out as having the highest number of crimes in 2007, at seven thousand three hundred and seventy. This area also has the highest infant mortality rate compared to the others at nineteen percent. Finally, the high school graduate rate, the lowest of all four communities, is nearly thirty-

six percent. Those living at the poverty line in South Lawndale are twenty-seven percent and those living at twice below the poverty line are nearly sixty percent. In 2007, it was reported that the amount of out-of-school programs in the South Lawndale community is grossly inadequate when compared to the amount of children and teens in the area.

Pilsen

The Pilsen neighborhood is the Lower West Side community area of the city. The residents are mostly Hispanic, nearly ninety percent. The graduation rate in the neighborhood is about forty-four percent. Pilsen demonstrates the greatest variety in levels of education compared to the other three communities, with almost twenty four percent of the residents reporting some college education to a graduate degree. Yet, twenty-seven percent of the population lives at the poverty level and sixty percent live twice below the poverty level. According to George et. al (2007), service rich Pilsen still lacks adequate after-school programs to provide for the youth in the area.

Summary

The neighborhoods served by Gads Hill Center are considered vulnerable populations due to high crime rates, lack of access to quality education, poor health indicators, poor access to health care, and a high rate of undocumented residents, (see attached report). More than half of the Latino population living in the Gads Hill Center served communities are undocumented and therefore have limited access to programs and services. According to the U.S. Census data for 2000, one in every three local teens will drop out of high school. In addition to the above, the area served by the agency finds itself facing high unemployment rates and low paying jobs that are not above the poverty line. Yet, these neighborhoods also have a strong sense of community and cultural history. Back of the Yards, North and South Lawndale, and Pilsen share a past that is rich with the stories of many immigrants who came looking for a better life.

Current Budget

Gads Hill Center has enjoyed two years of modest surpluses and is challenged as we work to develop an operating surplus. Due to the severe economic environment we are fighting to end FY ’09 within budget though planning was conservative. Planning for FY’10 will likely bring even more challenges. With a strong finance committee and highly competent staff, we expect to weather the difficulties presented to us.

See budget in Attached document.

Current Organization

During FY '09 the organizational structure was adapted to our economic reality by decreasing an already inadequate administration. Sacrifices in our ability to grow and sustain excellence at the program level are being made in order to maintain needed levels of service. With the loss of the Chief Program Officer, the decision was made to eliminate this position, while elevating the Department Directors' positions to leadership level. This puts additional stress on the CEO, CFO, and CDO as well. The fact that stability is our current goal does not appear to be easing these additional stresses.

Please see attached Organizational Chart .

Current Program Descriptions

Children's Services

The Child Development Center located on Ogden provides services such as Head Start, pre-school education, and family support services. Gads Hill Center also provides home-based Head Start, a home-based early literacy program, Parents as First Teachers, and early Head Start enhanced day care homes. Head Start serves children ages three to five and their families by providing childhood education and health care. Pre-school education provides a learning environment promoting social skills, cognitive development, early reading, and math all taught by state-certified early childhood educators.

Family support services include case management to help families meet educational, job related, and health related goals. Family support also provides emergency resources and parenting workshops. Home-based Head Start involves children ages three to five and their families in weekly lessons and activities that are taught by teachers in the family's home. These home visits promote healthy development, success in school, and parental support. Early Head Start Enhanced Day Care Homes serve children from birth to age three. These homes are qualified and certified to provide cognitive, social, emotional, and physical needs to children. The homes are supervised and supported by a Gads Hill professional.

Teen Connection

Teen Connection provides opportunity for adolescents who may not otherwise consider college or have the means to be able to get into college. The program serves youth from seventh grade to twelfth grade and provides tutoring and mentoring after school, SAT/ACT preparation, and help in any areas of academic weakness as specified by the teen. Teen Connection also provides a safe space for the teens to work and provides technology and resources. Teens also tour colleges and are provided with service learning and summer enrichment opportunities. A college coach works with

families and students to assist with financial aid, scholarships, and college applications. Teen Connection also provides monthly parent meetings to educate parents about the college process.

Club Learn

Club Learn is an after school program for children that is based on rotating, themed "clubs'. These clubs are divided by age group and change every fourteen weeks. Children pick a theme, learn about the theme, and then present their work on the theme twice a year for their parents, families, and the community. By learning about a theme children practice skills such as reading, writing, internet research, book reports, field trips, arts and crafts, oral presentations, and guest speakers.

New Horizons

New Horizons is a new program aimed at improving academic and social performance of a group of sixth graders (2008) from Orozco Middle School in Pilsen by pairing the students with mentors who provide positive relationships. Mentors come from a variety of professional backgrounds, commit to one year of mentoring, meet with the student once a week, and believe in the student's ability to achieve. Students are referred to the program based on low academic and or poor social performance at school and are required to commit three years to the program, receive one on one mentoring. They set goals for themselves and achieve them through the help of the mentor.

Adult and Community Education

Gads Hill Center actively seeks opportunities to enrich the families in the community and provide programming resources as well as their facilities to groups. Gads Hill Center strives to be a place to learn, grow, and find community. Programs for adults are weekly aerobics, Mente Sana en Cuerpo Sano, a senior's club, and college courses offered through the Odisea Program.

Perception of Gads Hill Center

Community

Community leaders interviewed about Gads Hill Center agreed that the organization is very well perceived within the community. One leader said the organization was an asset to the area; another felt Gads Hill Center provided culturally diverse services to the neediest of people and that the organization must be effective due to the long history of service Gads Hill Center has provided to the community.

One of the leaders felt the staff was key to the success of the organization because the staff was dedicated and willing do whatever was needed to aid the neighborhood. All leaders interviewed felt Gads Hill Center filled an important niche in the community by providing educational support and activities for families and children. One leader felt Gads Hill Center provided leadership in child care services, after school programming, and youth services while another felt the organization focused on families and the education, physical, developmental, and behavioral health of children. The leaders felt that Gads Hill Center was a "team player" because they were eager to partner with other organizations to be sure that the community was receiving all the services that they could.

Parents and participants of the programs at Gads Hill Center were interviewed in small focus groups about the role the organization has had in their community. One parent reported that Gads Hill Center helps the community by helping the youth to succeed so that one day the same youth will come back and run the community. One reported that the accessible technology that the organization provides is helpful to promote the careers and educations of families. Others find that the organization helps to keep children off the street and give them a safe environment where they can learn. Some see the organization as a way to help parents so they can work and know their child is safe and attended to. One parent cited the adult courses that are offered through Gads Hill Center as a way to help the parent further his own development. Overall, the participants and parents are proud of Gads Hill Center as a part of their community.

Staff

Gads Hill Center staff members were interviewed in small focus groups about how they saw their role in their community. Staff members agreed that the organization provided quality child and youth services, they also felt the center was a safe place for families and children. Similar to the parents' answers, a few staff members saw Gads Hill Center as a help to working parents due to the childcare provided. Staff also saw the organization as a resource and way to build community. Multiple people interviewed also noted the benefit of the diverse and multicultural learning environment that is provided to the participants. One staff member reported that Gads Hill Center is a place where children can learn no matter what environment they live in. Staff members across the groups noted how loyal and thankful people in the community are for the services that Gads Hill Center provides.

Staff members were also asked about their own feelings about the organization. Many pointed out that Gads Hill Center staff do not see their jobs as something they just do but they see their jobs as a passion, a passion to help others. Staff members will give as much as they can and they feel they can count on one another. Multiple staff members pointed out how much the community respects Gads Hill Center and how loyal and satisfied the participants are that use the organization's services.

Staff members also spoke to some issues they felt needed attended to within the organization. Many members felt that funding was a major problem due to families not qualifying and therefore not getting funding. Another popular response was the lack of up to date technology available to the participants, families, and staff. Staff members also discussed concerns over low pay and compensation. Other members felt that the lack of public relations and the organization cutting adult programs was holding Gads Hill Center back.

Finally, some staff members voiced concern over the relationship between the Ogden staff and the Cullerton staff; these staff members felt that more could be done to bring the sites together. Ogden staff felt the teachers were overworked and needed more time to get things done outside the classroom. This group of staff members also felt that accountability needs improvement. Ogden staff also pointed out the need for more training, or teachers specifically for children with special needs. Staff members from both groups talked about the need for support staff like technical and human resources.

Current Challenges

Economy

As the United States finds itself in a deep recession, the community is feeling the affects as are non profits in the area. Unemployment rates in the area will rise. As mentioned before, the communities served by Gads Hill Center traditionally have above average unemployment rates and these rates are only expected to grow as more workers continue to get laid off. This means these people in the community will need non profit services like Gads Hill Center more than ever. The neighborhoods will also face more foreclosures similar to what is happening in the North Lawndale neighborhood.

Also, as people lose their jobs and lose their homes, they may move out of the neighborhood. This will continue the gentrification movement in the area or worse, expand unattended properties. Another effect of the economy is the raise in the crime in the area. At least one parent mentioned this during the focus group. Another parent mentioned the rise in gas and heating prices that have added to the hardship felt by residents. As finances become tight for the community, more teens will need help finding financial aid for college.

The community residents increasingly need more assistance from non-profits but the economy is also putting additional stress on the non-profits to raise money. There is

concern that as the economy worsens private donations will decrease; Gads Hill is already experiencing this phenomenon with this year's annual appeal to raising less than the appeal last year. Staff members and board members interviewed echoed these concerns. They believe that Gads Hill Center will have to find alternative sources of funding and to spend carefully during the recession. So as more residents need assistance, the organization finds itself possibly losing funds.

Immigration Issues

As the environment has become increasingly hostile towards immigrants, Gads Hill Center and the communities it serves find themselves in a predicament. The funds received from the government require documents and paperwork from each applicant for the organization's programs. So those who need services desperately may not qualify based on government guidelines. As Gads Hill Center is unable to fill the slots in programs, the government may take away money or slots in the coming year.

Across all groups interviewed, staff, community, board, participants, this issue was major and discussed at length. Many staff leaders define this problem as the most central issue facing Gads Hill Center. Not only does anti-immigration sentiment affect the organization itself but it also affects those in the surrounding communities. Besides not being able to receive assistance from non-profits, residents also fear losing their jobs and possibly being deported. This issue of families being torn apart by deportation when one or two members are undocumented, usually one parent of a two parent family, is increasingly encountered. This causes even more stress on families and the community, and even more need for help from local non-profits.

Inadequate Administrative Support

It is no surprise that nonprofit organizations serving society's most vulnerable populations lack the financial resources to invest significantly in administrative staff, facilities needs, IT infrastructure and support and transformative purchases, such as improved space.

Gads Hill Center helped to document this reality and the resulting situation where program personnel become responsible for many supportive tasks, diverting their energy from activities more directly focused on ensuring the quality of the programs themselves. The larger impact from working within this under-resourced administrative management environment is the limit it places on organizational leaders' ability to be forward-looking and truly strategic. This also defines the level of mission success an organization can enjoy (The Wallace Foundation, 2008).

Gads Hill Center was one of eight highly performing out of school time program providers participating in a 2008 Wallace Foundation study. The result of this exploratory study is The Wallace Foundation's decision to make a major investment in Chicago with a two pronged effort to change this documented dynamic. Fourteen Chicago organizations will be selected in spring 2009 for a three-year process to change

the above paradigm. In addition, private and government policy makers and nonprofit leaders will be convened by the Donors Forum for the purpose of impacting the current policy of allowing inadequate percentage of funding dollars to be spent on administration.

Three Year Projections

Demographics

Back of the Yards

As found by George et. al. (2007), this neighborhood is expected to remain stable for the next three years. This stability also includes unemployment rates which due to the economy and the reduction in available employment are expected to stay high if not increase. There is also an increasing need for childcare and after school programs for the children and teens of this community due to high fertility and low median population age.

North Lawndale

The population for this neighborhood is expected to decrease over the next five years as it has already started with foreclosures and an increase in vacant lots. George et. al (2007) also found that schools in the area are closing since the population of children and teens are decreasing.

South Lawndale

This neighborhood is expected to remain stable, largely Hispanic and of low income for the next few years according to George et. al (2007). This same study also found that as the community remains somewhat stable that there will be a greater need for out-of-school programs and Head Start programs due to the current lack of these programs in the community and the large family size typical of the area.

Pilsen

Compared to projections for the City of Chicago, which are mostly stable, Pilsen is expected to see a decrease in youth and children in the coming years. George et. al (2007) finds the depth of the decrease will be based on changes in public policy, the poor economy, housing prices, and immigration. Gentrification has slowed with the economy.

Summary

The neighborhoods served by Gads Hill Center are expected to remain stable or become worse in the coming years. There is some concern over gentrification especially in Pilsen as stated by staff members and participants in the programs. This conclusion means that the neighborhoods Gads Hill serves as well as those surrounding them will

still need the services provided by the organization if not more than ever due to the economy.

Sector Environment

The Donor's Forum in Chicago found that non-profits are facing decreases in available funds, available grants, and cuts in public funding. Adding to the financial stress on the organization, non-profits are finding increases in requests for services and increase in operating costs. Grant makers are also decreasing multi-year and renewal grants. Non-profits are finding their budgets decreasing and a decline in revenue from government as well as foundations.

In addition, those fortunate enough to have endowments are seeing losses in investment that will affect their audits negatively, even if operations budgeting is kept reasonably in check. As the economy continues its current course or becomes worse, these problems will only increase. The Donor's Forum suggests non-profits diversify their approaches to fundraising. Staff members during the interview process noted a need to partner with other non-profits or acquiring them, to overcome financial hurtles in the coming years. The Donor's Forum also discussed how the public's focus on larger scale events such as international concerns or national issues, such as the economy, take donor's attention away from local issues (Donors Forum 2003).

Due to the election of Barack Obama and his campaign to work within communities, non-profits may find an increase in the public concern for these more local organizations and local issues. Already we are seeing movement in the new administration towards support for communities. For example, an infusion of resources through the Department of Education (proposed by the President 2/2/09) could support Gads Hill's mission.

Needs of the Community

Based on interviews with parents and community residents, the main concerns of the community are the increase in the cost of living and the general uncertainty of the economy in general. Others see residents leaving the community in the coming years while some see the community improving in terms of social capital and a decrease in crime. Even though the residents see certain challenges outside of their control, some believe that by educating children and supporting local families the community can control the new challenges it faces. One parent discussed how if a family knows their children are safe, at the organization, they could work more hours so they can better provide for their family. A few parents discussed loosening up requirements for families to receive services. Staff members have discussed this same issue as well.

A focus group involving fellows in the Teen Connection program at Gads Hill Center discussed the problems they face in their communities and what they see happening the future. Teens are seeing an increase in crime in their neighborhoods and more abandoned homes. The fellows discussed an increase in teen pregnancy, gang

pressure, and lack of resources for college. The participants saw these problems increasing due to the economy and the changes in their neighborhood in the coming years. The teens also discussed how the media affects how young women feel about themselves, self esteem, and saw an increase in this pressure as more types of media become available to more teens such as internet sites like Facebook and My Space. One teen suggested workshops for teens involving money management due to the weak economy and doing more for social justice in the area in the future.

Human Resources

Succession, Prepared Work Force, and Retention of Qualified Staff

Nonprofit organizations have become more vulnerable to the already difficult HR marketplace they work in. With few exceptionally talented workers choosing a career in nonprofit service, we now face the aging out of the original rejuvenators of social service. This is the generation of social workers who in the sixties and seventies reshaped the philosophy of service from one of generosity in helping those less fortunate, to one of partnerships with and empowerment of those seeking to make a better life. With the sophistication required in maintaining a workable business model that came with Reaganomics, these leaders were challenged to remain at the top of their game by seeking out further education up to and including newly formulated MBA degrees.

In the nineties, nonprofit leadership again was challenged to provide new and more complex proof of the effectiveness of our work. We were challenged to apply measurable objectives to our results, allowing supporters to better determine the value of their contribution to our programs and projects. A new layer of expertise again was added to the leader's portfolio.

This backdrop of increasing sophistication required of the job at all management levels coupled with the lack of resources to compensate those who are able and prepared to carry out this career has created an impending crisis in the field. Gads Hill's board and CEO will need to prepare the agency to meet these new challenges. We must ensure our ability to continue to reach for excellence within the coming decade, by preparing identified current staff for ever growing managerial responsibility, and by creating the resources to continue to attract those who would embrace this career.

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The demographic Needs Assessment carried out as basis and backdrop to this summary report can be obtained from the Gads Hill Center Development Department.